



# Board of Trustees Meeting

Aug 20, 2020 8:30 AM - 12:30 PM EDT

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# 5 THINGS TO KNOW

READ MORE ABOUT UCF AT [UCF.EDU/NEWS](https://www.ucf.edu/news)



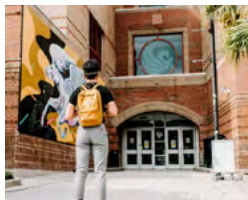
## **Helping Parents Adapt to Distance Learning**

UCF created the Parents as Teachers Hotline, a free service for parents who need assistance with their children's K-12 education this school year. It is staffed by 35 UCF faculty members in the College of Community Innovation and Education, who specialize in K-12 subjects, as well as special education, student behavior and education for gifted students.



## **Advancing Artificial Intelligence**

UCF recently received a \$1 million grant from the U.S. Department of Defense to advance cutting-edge work in artificial intelligence and to develop a system to thwart attacks on such systems. The grant is aimed at teaching computers to detect, understand and defend against attacks that try to dramatically alter the output decisions of Deep Neural Networks.



## **Reopening a Revamped Student Union**

UCF's Student Union reopened Aug. 8 after three years of renovations with new guidelines to prevent the spread of COVID-19. The renovations include a new full-service Starbucks and additional gathering spaces for students. The safety measures include physical distance protocols, such as signs and floor stickers, required face coverings for all visitors, and plexiglass screens.



## **Improving Computer Vision**

A UCF research team won a national competition to improve computer vision by creating technology that can automatically track behavior in long security videos. Sponsored by the U.S. Department of Commerce's National Institute of Standards and Technology, the competition included teams from IBM, MIT, Carnegie Mellon and Purdue.



## **Leveraging Simulation and Technology to Make Move-in Safer**

UCF used advice from Chick-fil-A and simulation software to make the move-in process for 6,000 students as safe and efficient as possible. During the first weekend, the nearly 900 students that arrived on campus were checked-in and tested for COVID-19 in less than 30 minutes, on average. For some, it was done in as few as 18 minutes.



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees Meeting  
August 20, 2020  
8:30 a.m. – 12:30 p.m.  
FAIRWINDS Alumni Center**

**Livestream:** <https://youtu.be/DRcp38o0sW8>

**AGENDA**

- |   |   |
|---|---|
| 1. Welcome and Call to Order                                  | Beverly Seay, <i>Chair, UCF Board of Trustees</i>   |
| 2. Roll Call  | Karen Monteleone, <i>Assistant Vice President, Board Relations</i>  |
| 3. Public Comment   | Karen Monteleone  |
| 4. Minutes of the June 18, 2020 and<br>July 23, 2020 meetings | Chair Seay  |
| 5. Remarks  | Chair Seay  |
| 6. Reports (90 minutes)                                       |   |
| Discussion  | President's Action Report<br><i>President Cartwright</i>  |
| 7. Break (15 minutes)   |   |
| 8. Reports, continued (60 minutes)                            |   |
| INFO – 1      Information                                     | UCF Global Emerging Issue Update<br><i>Trustee Danny Gaekwad</i><br><i>Presenter: Jeff Jones, Vice Provost, UCF Connect</i> |
| 9. Committee Reports (60 minutes)                             |   |
| Advancement   | Chair Gaekwad   |
| Audit and Compliance  | Chair Conte   |

AUD – 1	Motion	Post Investigation Action Plan
AUD – 2	Motion	University of Central Florida 2020 Florida Equity Report
Compensation and Labor		Chair Sprouls
CL – 1	Motion	President’s FY21 Goals
Educational Programs		Chair Bradley
Executive Committee		Chair Seay
Finance and Facilities		Chair Martins
Governance		Chair Yeargin
10. Consent Agenda		Chair Seay
AUD – 3	Motion	University Compliance, Ethics, and Risk Charter ( <i>Conte</i> )
CL – 2	Motion	Compensation and Labor Committee Charter Amendments ( <i>Sprouls</i> )
EC – 1	Motion	Executive Committee Charter Amendments ( <i>Seay</i> )
EP – 1	Motion	2020 SUS Textbook and Instructional Material Affordability Annual Report ( <i>Bradley</i> )
EP – 2	Motion	Potential Establishment of Geospace Research Program ( <i>Bradley</i> )
FF – 1	Motion	UCF Foundation Debt Refinancing ( <i>Martins</i> )
FF – 2	Motion	UCF Convocation Corporation (UCFCC) Management Agreement with UCF Athletics Association (UCFAA) ( <i>Martins</i> )
FF – 3	Motion	First Amendment to Ground Lease Agreement by and between Knights Crossing Student Housing, LLC and CaPFA Capital Corp., 2000F ( <i>Martins</i> )
GOV – 1	Motion	Proposed University Regulation UCF-2.032 Textbook Adoption ( <i>Yeargin</i> )



- |  |   |
|--|---|
| 11. New Business ( <i>10 minutes</i> ) | Chair Seay  |
| BOT-1      Motion                      | Revision to Board Agenda Memo ( <i>Seay</i> )                   |
| 12. Announcements                      | Chair Seay  |
| Board of Trustees Meeting              | September 10, 2020<br><i>Virtual meeting</i>                    |
| Board of Governors Meeting             | September 16, 2020<br><i>University of South Florida, Tampa</i> |
| Board of Trustees Meeting              | October 22, 2020<br><i>UCF FAIRWINDS Alumni Center</i>          |
| 13. Adjournment                        | Chair Seay  |

**Minutes  
Board of Trustees Meeting  
University of Central Florida  
June 18, 2020**

Chair Beverly Seay called the meeting of the Board of Trustees to order at 8:30 a.m. in the *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, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Joseph Harrington, Caryl McAlpin, and David Walsh.

The following board members attended the meeting virtually: Vice Chair Alex Martins, Trustees Sabrina La Rosa, Michael Okaty, John Sprouls and William Yeargin.

Trustee Harold Mills was not present.

**PUBLIC COMMENT**

There was no request for public comment.

**MINUTES**

Seay called for approval of the meeting minutes of the April 23 meeting and May 21 retreat, which were approved as presented.

**REMARKS**

Seay thanked the Board for a productive retreat last month and their commitment over the past year to have candid conversations about UCF's infrastructure challenges.

Seay noted to date, the Board has been focused on looking at the financial management system, enrollment strategy, student housing, academic health sciences center, direct support organizations, and general university infrastructure areas. She said the board is simultaneously working on a culture shift where the board will seek accountability and transparency in transactions, discussions and decisions in order to exercise governance duties with thoughtful and robust engagement.

Seay directed the focus to another critical part of UCF's infrastructure; UCF's goal of supporting excellence in diversity, equity and inclusion throughout every unit, college, program and initiative.

Seay indicated that President Cartwright is actively listening to all voices - seeking input and wanting to hold accountable every unit that makes up this university - to ensure the culture is

changing. Seay stated actions taken as a Board and as an institution will bring about change, and there must be a renewed effort to build trust and create an environment where people feel safe.

Seay emphasized the role of trustees is to ensure that UCF is delivering on its mission as efficiently and effectively as possible to the benefit of the Central Florida region, the state and the nation.

Seay called on Cartwright to provide the President's Action Report

## **DISCUSSION**

### **President's Action Report**

Cartwright thanked the board for their leadership and commitment and provided the president's action report.

Cartwright said diversity makes us smarter, stronger, and more creative and that embracing and celebrating differences will drive UCF towards being exceptional. He said achieving inclusive excellence means UCF must infuse equity, diversity, and inclusion in the institutional mission of excellence. He said Dr. Negy's tweets are offensive and wrong, and UCF has condemned his views in the strongest terms, as they do not reflect UCF's values. Cartwright stated he personally finds these tweets disturbing and abhorrent, however UCF is a state institution and the Constitution restricts UCF's ability to fire him, or any other university employee, for expressing personal opinions about matters of public concern. UCF has received reports from students of possible discriminatory and other inappropriate behavior in Dr. Negy's classroom. This type of conduct is not protected and that is why an inquiry has been launched.

Cartwright emphasized that anyone who feels they have faced discrimination or bias by any faculty member should contact UCF's Office of Institutional Equity.

Cartwright provided an overview of his action plan for equity, inclusion, and diversity as follows:

- Making the position of Chief Equity, Inclusion, and Diversity Officer a Vice President and, as such, a member of the President's cabinet.
- Creating a President's Executive Committee on equity, inclusion, and diversity.
- A requirement that all units and colleges demonstrate their own commitment to inclusive excellence, through dedicated resources and training.
- A need to increase institutional resources and full-time staff who are dedicated to helping deliver on these promises.

Cartwright said that UCF is launching a comprehensive review of the reporting processes at UCF and will improve search committee trainings and education. This also involves strong recruitment efforts to encourage qualified applicants from underrepresented backgrounds and providing the resources to be competitive in attracting and retaining top talent. Cartwright said they will require equity, inclusion, and diversity training for senior administrators in the

President's cabinet and senior leadership positions across campus. He also noted that UCF will seek out partners who share these same values as part of a broader philanthropic strategy.

The trustees had the following comments:

- Harrington noted the Faculty Senate met on June 11<sup>th</sup> and put forth a statement strongly condemning racism in all its forms, which was overwhelmingly approved.
- La Rosa said Student Government is working on specific university-wide diversity training as well as a pledge that each person in the UCF community would sign.
- Gaekwad asked the President to review discrimination complaints filed in the past ten years by students.
- Conte requested that the Board Office keep the board informed on training and plans as they are being developed.

Cartwright stated UCF will proceed with a national search for a Senior Vice President for Finance and Administration. He noted the checks and balances between finance and facilities would continue via the recruitment of a Vice President that focuses on operations and facilities and would report to the Senior Vice President for Finance and Administration.

- This decision will require the Board to act at their next meeting to revise the Presidential Delegation of Authority to in support the structural change.

Cartwright provided updates on the following project milestones:

- UCF has engaged search firms for several of the executive searches and will be naming search committees soon, with the goal of hiring leaders by October 2020.
- UCF Housing has contracted with Brailsford & Dunlavey, a national leader in providing advisory services for the development and management of higher education auxiliaries, to complete a review of the housing enterprise's operations and management strategy. This review and the comprehensive review of student affairs units will be complete, and recommendations presented to the board, by December 2020.
- A target of having a strategic plan with recommendations by March 2021 for UCF's Academic Health Sciences Center.

## **REPORTS**

### **INFO-1                      Legislative Update**

Janet Owen, Vice President for Government Relations, provided a legislative update.

### **BOT-1                      UCF's Reopening Plan**

Seay noted UCF's draft reopening plan was updated and submitted to the Board of Governors on June 12. She recognized Cartwright to discuss the reopening plan.

Cartwright, Rhonda Bishop, Vice President for Compliance and Risk, Michael Deichen, Associate Vice President, Student Health Services, and Jana Jasinski, Vice Provost for Faculty Excellence, presented on UCF's reopening plan.

Bradley made a motion to approve BOT-1, with Okaty providing the second.

The trustees had the following comments:

- Bradley asked about temperature checks. Deichen confirmed symptom screenings have proved more effective than temperature checks.
- Conte asked if there was a plan to revert back to more face-to-face instruction if a vaccine or other therapeutic options became available.
- Gaekwad asked how much these measures will cost the university and inquired about negligence lawsuits.
- Walsh asked what options students would have after the Thanksgiving break in regard to housing and received confirmation that the other SUS universities had similar reopening plans.

The motion passed unanimously.

#### INFO-2                      Direct Support Organizations (DSO) Emerging Issue Update

Seay recognized Bradley to moderate the discussion on Direct Support Organizations.

Margaret Cole, Associate Vice President for Direct Support Organizations, presented on Direct Support and Affiliated Organizations.

Bradley made a motion that the Board of Trustees support the management recommendations described in the DSO project report dated June 18 be directed for implementation by President Cartwright and team; that the governance recommendations be directed to the Governance Committee to bring back recommendations to the Board of Trustees for adoption; and that Cartwright brings back quarterly updates. Gaekwad provided a second.

The trustees had the following comments:

- Martins recommended that each DSO give a short report/presentation of their operations to the full board in a future meeting.
- Yeargin requested information on examples of a DSO committee at other universities.
- Seay asked Bradley to continue his work with DSOs.
- Harrington asked if stakeholders and employees had been surveyed.

The motion passed unanimously.

#### INFO-3                      Emerging Issues Update

Okaty provided an update on Contracts.

Walsh, David Hansen, Chief Operation Officer, and Bill Martin, Director of Facilities Planning and Construction, provided an update on Stadium Infrastructure.

### **ADVANCEMENT COMMITTEE REPORT**

Gaekwad, Chair of the Advancement Committee, reported highlights from the committee meeting held on June 17, 2020. He reported ADV-1 was unanimously approved by the committee and placed on the consent agenda.

### **AUDIT AND COMPLIANCE COMMITTEE REPORT**

Conte, Chair of the Audit and Compliance Committee, reported the committee had not met since the last Board of Trustees meeting.

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

Sprouls, Chair of the Compensation and Compliance Committee, reported the committee had not met since the last Board of Trustee meeting.

### **EDUCATIONAL PROGRAMS COMMITTEE REPORT**

Bradley, Chair of the Educational Programs Committee, reported highlights from the committee meeting held June 17, 2020. He stated the Committee considered seven items, including an action taken by acclamation. This action was a proclamation honoring UCF's faculty and staff for their valiant response to the extraordinary challenges from COVID-19.

EP-1                      New Degree Program Proposal: Master of Science in Themed Experience

Bradley moved to approve EP-1 and McAlpin provided the second. The motion passed unanimously.

EP-2                      Conferral of Degrees for Summer 2020 Commencement Ceremonies

Bradley moved to approve EP-2, with McAlpin providing the second. The motion passed unanimously.

Bradley reported EP-3 and EP-4 were unanimously approved by the committee and placed on the consent agenda today.

### **EXECUTIVE COMMITTEE REPORT**

Seay, Chair of the Executive Committee, reported the committee did not meet since the last Board of Trustees meeting.

## **FINANCE AND FACILITIES COMMITTEE REPORT**

Martins, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held on June 17, 2020.

### **FF-1                      Five-Year Capital Improvement Plan**

Martins moved to approve FF-1, with a second from Gaekwad. The motion passed unanimously.

Martins reported that FF – 2 through FF – 9 were unanimously approved by the committee and placed on the board’s consent agenda.

## **GOVERNANCE COMMITTEE REPORT**

Yeargin, Chair of the Governance Committee, reported highlights from the committee meeting held on June 17, 2020. He reported that GOV-1 through GOV-8 were unanimously approved by the committee and placed on the board’s consent agenda.

## **NEW BUSINESS**

### **BOT-2                      Enterprise ERP Upgrade**

Due to time constraints, this item was moved to the working lunch.

## **CONSENT AGENDA**

Walsh asked to remove EP-3 and GOV-1 from the consent agenda for further discussion.

Martins moved to approve the remainder of the consent agenda removing EP-3 and GOV-1 with Yeargin providing the second. The motion was unanimously approved.

For the purpose of discussion, Bradley moved to approve EP-3 with McAlpin providing the second.

Walsh noted these tenure hires are poorly timed in the current campus climate. He also indicated diversity and inclusion needs to be considered and noted the university’s student-faculty ratio is the highest in the state. He asked to delay the approval of the item.

Following comments from President Cartwright and Trustee Harrington, Trustee Bradley expressed that he felt the item itself was not the appropriate reason to discuss student-faculty ratio and that should be handled in a separate strategic discussion.

Gaekwad requested information on research including the budget and who can spend it. Cartwright noted UCF will hold a Research Workshop for the trustees.

The motion passed with an opposition from Walsh.

For the purpose of discussion, McAlpin moved to approved GOV-1 with La Rosa providing the second.

Walsh asked for clarification on language in the policy. The motion passed unanimously.

### **Trustee Working Lunch**

#### **INFO-5** UCF Global Emerging Issue Update

Due to time constraints, this agenda item was tabled until the August 20<sup>th</sup> meeting.

#### **BOT-2** Enterprise ERP Upgrade

Seay recognized Martins to moderate the discussion on the Enterprise ERP Upgrade.

Michael Sink, Associate Vice President and IT Chief Operating Officer, and Joseph Trubacz, Interim Chief Financial Officer, presented on the Enterprise ERP Upgrade.

Martins made a motion to proceed with procuring an ERP system and implementation partner on the 24-month time frame and add the project at a projected cost of \$50 million dollars to the carryforward list for fiscal year 21. Conte providing the second. The motion passed with an opposition from Walsh.

Gaekwad was not present for the vote.

### **ANNOUNCEMENTS**

Seay made several announcements regarding upcoming meetings, stating that whether these upcoming meetings are location-based or virtual will be determined in accordance with current COVID-19 guidelines.

#### **INFO-4** Board of Trustees 2021 Meeting Dates

Board of Trustees 2021 meeting dates were included in the meeting materials under announcements.

### **ADJOURNMENT**

Seay adjourned the board meeting at 1:45 p.m.

Reviewed by: \_\_\_\_\_

Beverly Seay, Chair UCF Board of Trustees

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

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

Janet Owen, Associate Corporate Secretary

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



**Minutes  
Board of Trustees Virtual Meeting  
University of Central Florida  
July 23, 2020**

Chair Beverly Seay called the virtual meeting of the Board of Trustees to order at 2:00 p.m.

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

**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 via WebEx: Chair Beverly Seay, Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Joseph Harrington, Sabrina La Rosa, Caryl McAlpin, Harold Mills, Michael Okaty, John Sprouls, and David Walsh.

Trustee Williams Yeargin was not in attendance.

**PUBLIC COMMENT**

There were no requests for public comment.

**DISCUSSION**

Seay shared the following highlight with the board:

- UCF's College of Engineering and Computer Science is second in the state of Florida in the number of awards won from the National Science Foundation Early Career Development Program. Cartwright has described that these prestigious awards are a great indicator of progress in UCF's research efforts.

Seay thanked Debra Reinhart, Assistant Vice President for the Office of Research and Commercialization and Saiful Khondaker, Professor of Physics, for their hard work in helping the faculty get their success recognized.

Seay reminded the trustees that their collective work is to serve as fiduciaries who steer the university toward a sustainable future by adopting sound, ethical, and legal governance and financial management policies. She encouraged debate in a respectful and civil manner but once the board makes a decision, the board members must all support that decision regardless of individual views on the matter. Seay said a trustee should not act independently to the board because it undermines the collective, constructive work for the advancement of UCF.

Seay reiterated the purpose of the Board Office is to serve the Board as a whole, and as appropriate, individual trustees. Seay said the Board Office will collect trustee concerns, answer trustee questions and gather university data on issues, as requested. She said that if there is an issue of concern, the matter will be referred to the appropriate committee which oversees the subject area of concern. Seay said this process will ensure that trustees'

concerns are addressed and answered, as well as help the board stay on track during meetings and avoid the distraction of discussions that do not lead to a productive conclusion.

Chair Seay recognized President Alex Cartwright for his president's report.

### President's Report

Cartwright shared an update from the Board of Governors. UCF's proposal to direct more dollars from the license plate proceeds to student scholarships was praised by Vice Chair Lamb and the Board. Cartwright thanked Trustee Gaekwad for his advocacy.

Cartwright noted that Good Morning America, *The Wall Street Journal*, and *The Washington Post*, among others, have recently featured UCF as an example of how a university is prioritizing health and safety and the student experience.

Cartwright shared the following health protocol and facility upgrades:

- UCF has distributed 13,000 of the 100,000 reusable face coverings to faculty, staff, and students.
- UCF is installing 1,200 touchless hand sanitizer stations around campus; more than 530 plexiglass panels in high-traffic areas; and 400 retrofitted motion-sensors for doors.
- UCF is making \$600,000 in upgrades to the ventilation systems.

UCF is also continuing to distribute more than \$25 million in federal CARES Act aid directly to students, with a second round of distribution underway this week. Already more than \$20 million has been distributed and 23,000 students have received aid.

Cartwright noted that thanks to the support from our community, more than \$20,000 has been raised toward the UCF Student Emergency Fund in the past few weeks from people buying UCF-themed face masks through a local, alumni-owned company.

Cartwright shared that pre-med Burnett Honors student Victoria Orindas, planned to spend her summer shadowing doctors, but instead organized a group of student volunteers to distribute care packages to the homeless; make masks for health care workers; tutor students; and write letters to nursing home residents.

Cartwright said when it comes to reopening this fall, there is no easy, one size fits all answer for students or employees. UCF continues to monitor the surge in cases with the Florida Department of Health and the situation in UCF's immediate area.

Cartwright noted that he shared with the Orlando Economic Partnership and many community leaders that UCF's academic plans for the fall are purposefully flexible and can pivot to more remote instruction should that become necessary. He said UCF will continue providing updates on decision-making as fall approaches and that more than two-thirds of courses will be fully remote, to help students continue their studies. Cartwright noted UCF continues to stress personal responsibility and compassion for others, by requiring facial coverings, staying vigilant, limiting social gatherings, and practicing physical distancing.

Cartwright shared the following updates on testing, tracing and surveillance:

- Dr. Deichen and his teams continue to closely monitor local hospital and health care capacity.
- UCF has been actively working on significant improvements to delivery times with the testing provider Aventus Biolabs that will better position UCF for the fall, when residents returning to UCF Housing and on-campus Greek housing will be tested upon move-in.
- UCF has launched a mobile- and desktop-friendly COVID Self-Checker for employees, and eventually students, to use daily to screen for symptoms and share location information that could be used for contact tracing.
- UCF is publishing the number of COVID-19 cases reported on the Coronavirus website, with 350 positive cases reported to UCF from April 13 through July 16.

Cartwright noted there were 60,500 students enrolled in the fall semester and on campus housing is at 84%. He has noted UCF has increased the number of isolation rooms to 83 and additional rooms are being held as isolation spaces in UCF-managed properties UnionWest and NorthView.

Lastly, Cartwright provided an update on BRIDG. Cartwright stated UCF would be ending the management agreement with BRIDG after the Governor's funding veto. He said UCF will no longer be supporting BRIDG at the previous significant levels, but will use the center as a research location. Cartwright asked Vice President Klonoff to identify activities that would benefit from the facility.

Cartwright thanked the Board, especially Trustee Walsh, for their leadership and guidance on UCF's decision-making and recent actions with BRIDG.

Cartwright concluded his report.

Seay thanked Cartwright for his report. She noted that Cartwright shared an email to the campus community that outlined plans to realign resources and strategically invest in UCF's academic mission.

Seay reminded the Board that they have a significant investment in the new ERP. She said that the expectation is that trustees hold staff accountable for continuing to advance business protocols, plans and policies ahead of implementation for significant investments. The boards' oversight role includes a fiduciary responsibility to monitor progress at a level that will ensure a positive return on investment in both resources and efficiencies.

Seay recognized Cartwright, and Michael Johnson, Interim Provost and Vice President for Academic Affairs, to provide the FY 21 university budget update.

#### FY21 University Budget Update

Cartwright provided an update on the FY21 University Budget. Cartwright said budget planning will prioritize operational excellence, with a focus on efficiency and effectiveness

that, in turn, will allow UCF to reinvest existing resources into the academic enterprise to support the work of faculty and staff dedicated to the core mission.

Cartwright noted that the state budget did not add funding to the base budget. He said UCF experienced a reduction in performance funding of \$1.58 million this fiscal year, and the Educational and General (E&G) budget is expected to be \$700 million this year, with 53% funded by state general revenue and lottery dollars and 47% funded through student tuition. Additionally, Governor DeSantis announced a hold back of six percent in general revenue and lottery funds starting July 1. Legislative action prior to June 30, 2021 would be required to make these hold backs permanent.

Cartwright stated that considering these hold backs, and potential future cuts, it is more important than ever that UCF improves its administrative infrastructure to reallocate existing dollars strategically to support academic excellence, student success, and key university-wide initiatives, such as:

- Hiring faculty and staff
- Strengthening research
- Investing in diversity, equity, and inclusion programs

Cartwright asked Provost Johnson to re-establish the University Budget Committee, and to chair it along with Interim CFO Joe Trubacz. He said this committee will help ensure a more inclusive and transparent process governing the university budget and that the committee is made up of members from various areas of the institution, including faculty, staff and student representation.

Cartwright recognized Johnson for his remarks.

Johnson said the University Budget Committee will advise the president wisely and transparently and that its members will need to develop a deep understanding of UCF's financial position, obligations, and opportunities.

Johnson and Cartwright directed colleges to plan for permanent three percent reductions to their recurring E&G budgets, and directed administrative divisions to plan for cuts of up to six percent. The purpose of these reductions is to free recurring funds for strategic reinvestment.

Johnson stated newly generated carryforward funds are being swept to fund the ERP Project and that they will develop a central carryforward policy to define how carryforward will be handled in future fiscal years.

Johnson concluded his report.

Cartwright thanked Johnson and Joseph Trubacz, Chief Financial Officer and Vice President for Finance, for their leadership. He concluded noting that the President's Office has restructured and reduced their operating budget by 15% and will continue to look for efficiencies across all units.

The trustees had a robust conversation on carryforward, budget cuts, academic programs, student- to-faculty ratio, personnel, ERP, and faculty tenure.

Seay requested that the Educational Programs Committee take up faculty tenure in their committee to discuss trustees' questions and concerns.

**ADJOURNMENT**

Seay adjourned the board meeting at 3:15 p.m.

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

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

**UCF BOARD OF TRUSTEES**

**August 20, 2020**

**Title:** UCF Global Emerging Issue Update

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**Background:**

UCF Global and UCF functions as the primary international hub for students, faculty, and staff. Through strong partnership UCF Global is committed to increasing international mobility and enhancing the university's global competency. UCF Global provides a broad range of resources, services, and support to the university's international activities.

Trustee Gaekwad and J. Jeffrey Jones, Vice Provost, UCF Connect & UCF Global, will discuss key global initiatives, outcomes, challenges and opportunities; fiscal information; enrollment data and analysis.

**Issues to be Considered:**

This item is being provided for information only.

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

This item is being provided for information only.

**Authority for Board of Trustees Action:**

N/A

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

N/A

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

Chair Seay approved adding this item to the agenda.

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**Submitted by:**

J. Jeffrey Jones, Ph.D., Vice Provost, UCF Connect & UCF Global

**Supporting Documentation:**

Attachment A: UCF Global Board of Trustees Overview

**Facilitators/Presenters:**

Trustee Danny Gaekwad

J. Jeffrey Jones

Attachment A

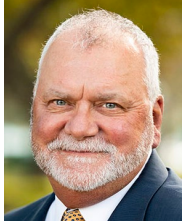
# UCF Global Board of Trustees Overview

August 2020

**Jaha Dukureh '18**

United Nations Goodwill Ambassador

# Team Introductions



**Jeff Jones**, Vice Provost, UCF Connect and UCF Global



**Theodorea Berry**, Vice Provost of Student Learning and Academic Success and Dean, College of Undergraduate Studies



**Nataly Chandia**, Associate Vice President, UCF Global



**David Dumke**, Director, Global Perspectives and International Initiatives



# International Efforts

## UCF GLOBAL

## STUDENT LEARNING & ACADEMIC SUCCESS

*(Vice Provost Berry)*

**English Language Programs**

**International Partnerships**

**International Health & Safety**

**Immigration Compliance**

**Sustainability Initiatives**

**Global Perspectives and  
International Initiatives**

Center for the Study of Human Trafficking and  
Modern Slavery

Academic programs in terrorism, diplomacy, small  
countries and Middle Eastern studies

Support for other International Academic Centers

**UCF Abroad**

Faculty Led Programs

Academic programs

Provider Programs

Student Exchange

Peace Corps

# UCF Global Overview

## STUDENT RECRUITMENT AND RETENTION

- Provides high impact international experiences
- Promotes commitment to excellence in partnership, innovation and services

## PARTNERSHIPS

- Leads establishment of formal agreements with international partners
  - Provides protocol leadership and guidance
- Hosts the Canada and Eastern Europe Florida Linkage Institutes

## ENGLISH LANGUAGE PROGRAMS

- Provides high-impact curriculum based on face-to-face and online instruction in core English language subject
  - Prepares students looking to join undergraduate and graduate programs

## STUDENT AND SCHOLAR SERVICES

- Facilitates immigration compliance to welcome, support and empower international students and scholars

## EMPLOYMENT AND TAXATION

- Assists with employment and taxation for all foreign nationals employed at UCF
- Processes work visas and permanent residency petitions

## HEALTH AND SAFETY

- Monitors health and safety of students, faculty and staff traveling abroad
- Maximizes preparation and safety for those participating in international engagements

# UCF Global Overview

## BUDGET – FY 2019

**\$1.45M**

E&G ALLOCATION

**\$321K**

INTL STUDENT FEE

**\$3.9M**

AUXILIARY FUNDS

**\$1.84M**

E&G EXPENSES

**\$3.5M**

AUXILIARY EXPENSES

## PERSONNEL

**113**

EMPLOYEES

**40**

FACULTY

**73**

SUPPORT  
STAFF

## STAFF LANGUAGES SPOKEN

Arabic

English

French

German

Gujurati

Haitian Creole

Italian

Mandarin

Papiamento

Portuguese

Spanish

Vietnamese

# International Agreements



204

NUMBER OF ACTIVE  
INTERNATIONAL AGREEMENTS



62

COUNTRIES WITH  
ACTIVE AGREEMENTS

## TYPES OF AGREEMENTS

- Articulation
- Dual Degree Program
- General Agreement For Collaboration
- Reciprocal Student Exchanges
- Short Term Study Abroad
- Technical & Scientific Cooperation

## TOP 5 COUNTRIES

- China
- India
- Italy
- Brazil
- Japan

## TOP 5 COLLEGES

- Rosen College of Hospitality Management
- College of Engineering & Computer Science
- College of Community Innovation & Education
- College of Business
- College of Sciences

# Monitor International Travel



**1,415**  
UNIQUE TRIPS



**1,997**  
UNIQUE TRAVELERS



**1,083**  
FACULTY



**914**  
STUDENTS

## ***Services include:***

- 24/7 Emergency Abroad Hotline
- Maintaining practices and implementing an international emergency response plan and emergency response protocol
- Enrolling all participants in a comprehensive medical and security insurance policy
- Providing pre-departure orientations
- Managing the university travel registry and evaluating petitions to restricted travel destinations

# Community Engagement

## Parramore Education & Innovation District

- Free online English language instruction for district residents

## City of Orlando Hispanic Office for Local Assistance (HOLA)

- Free English language instruction for Orlando residents

## Hispanic Chamber of Commerce of Metro Orlando

- Online English language instruction pilot in development

## Orlando City Soccer Club

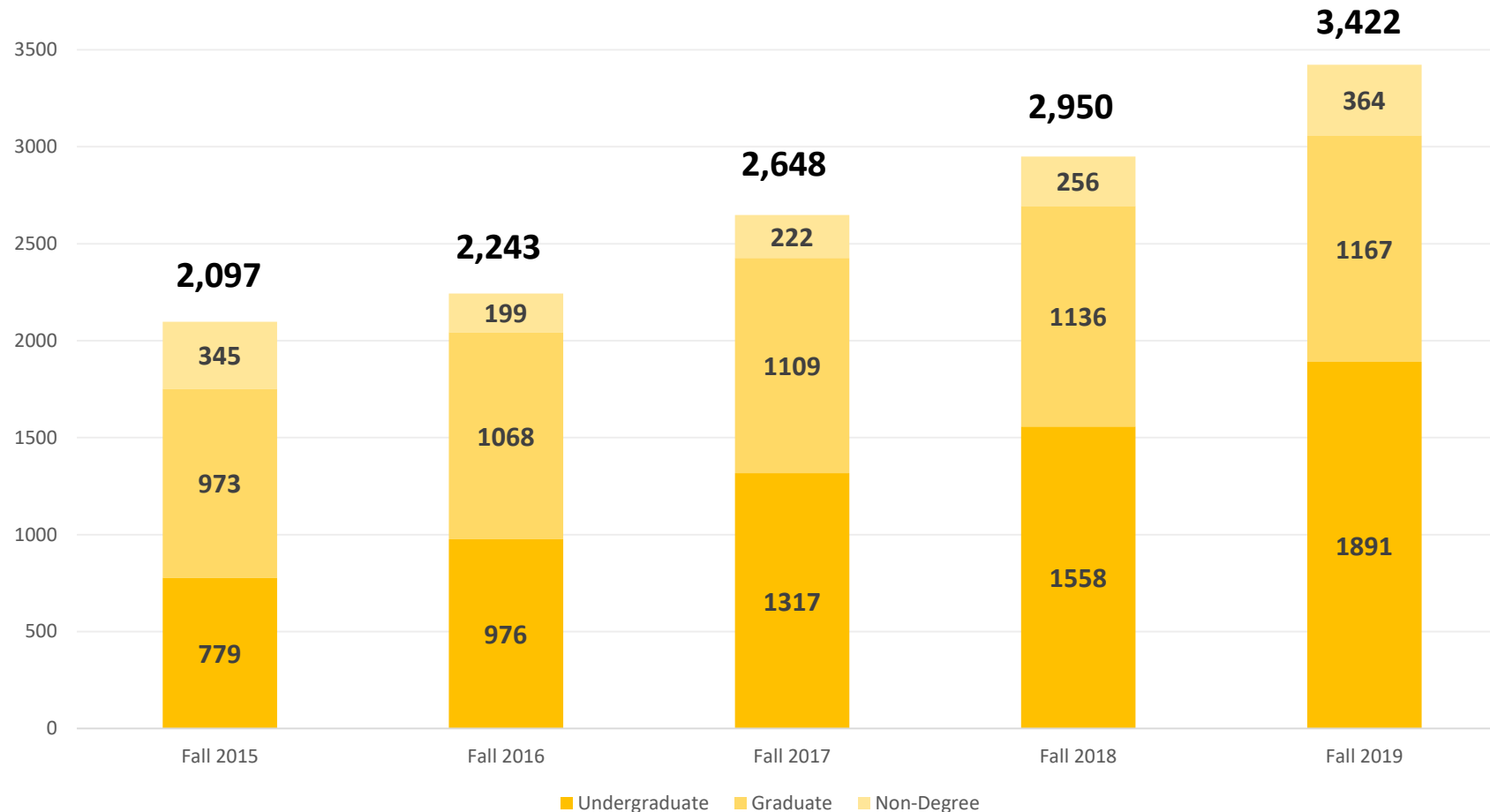
- English language instruction for players and coaches

## Atlanta Braves/Florida Fire Frogs

- English language instruction for players and coaches



# International Student Enrollment by Semester, Fall 2015 to Fall 2019



**+142.8%**

Growth in undergraduate enrollment

**+19.9%**

Growth in graduate enrollment

**+5.5%**

Growth in non-degree enrollment

# Enrollment Comparison with University Innovation Alliance Partners (Fall 2018)

INSTITUTION	INTERNATIONAL ENROLLMENT	TOTAL ENROLLMENT	% OF TOTAL ENROLLMENT
Purdue University	11,044	43,411	25%
Michigan State University	7,624	50,351	15%
Iowa State University	4,846	34,992	14%
Oregon State University	4,156	30,986	13%
Arizona State University	13,459	111,249	12%
University of Kansas	2,550	21,505	12%
University of Texas at Austin	6,256	51,832	12%
Ohio State University	7,110	68,262	10%
University of California, Riverside	1,973	23,922	8%
Georgia State University	2,675	52,814	5%
<b>University of Central Florida</b>	<b>2,950</b>	<b>68,558</b>	<b>4%</b>

Open Doors Reports - Data includes foreign nationals as well as non-degree seeking students. Enrollment data for Fall 2018.



# SUS Enrollment Comparison (Fall 2018)

INSTITUTION	INTERNATIONAL ENROLLMENT	TOTAL ENROLLMENT	% OF TOTAL ENROLLMENT
University of Florida (UF)	6,881	53,163	12.9%
University of South Florida (USF)	4,821	50,755	9.5%
Florida State University (FSU)	2,416	41,717	5.5%
Florida International University (FIU)	3,121	58,064	5.4%
Florida Gulf Coast University (FGCU)	704	15,046	4.7%
<b>University of Central Florida (UCF)</b>	<b>2,950</b>	<b>68,571</b>	<b>4.3%</b>
Florida Polytechnic University	47	1,424	3.3%
New College of Florida	27	837	3.2%
Florida Atlantic University (FAU)	804	29,772	2.7%
University of West Florida (UWF)	322	12,850	2.5%
University of North Florida (UNF)	343	16,309	2.1%
Florida Agricultural & Mechanical University (FAMU)	94	10,031	0.9%

# Student Demographics – Top Countries

COUNTRY	INTERNATIONAL ENROLLMENT
China	374
Saudi Arabia	335
India	319
Brazil	197
Venezuela	169
Iran	126
Vietnam	99
Bangladesh	93
Oman	85
Colombia	78
Mexico	73

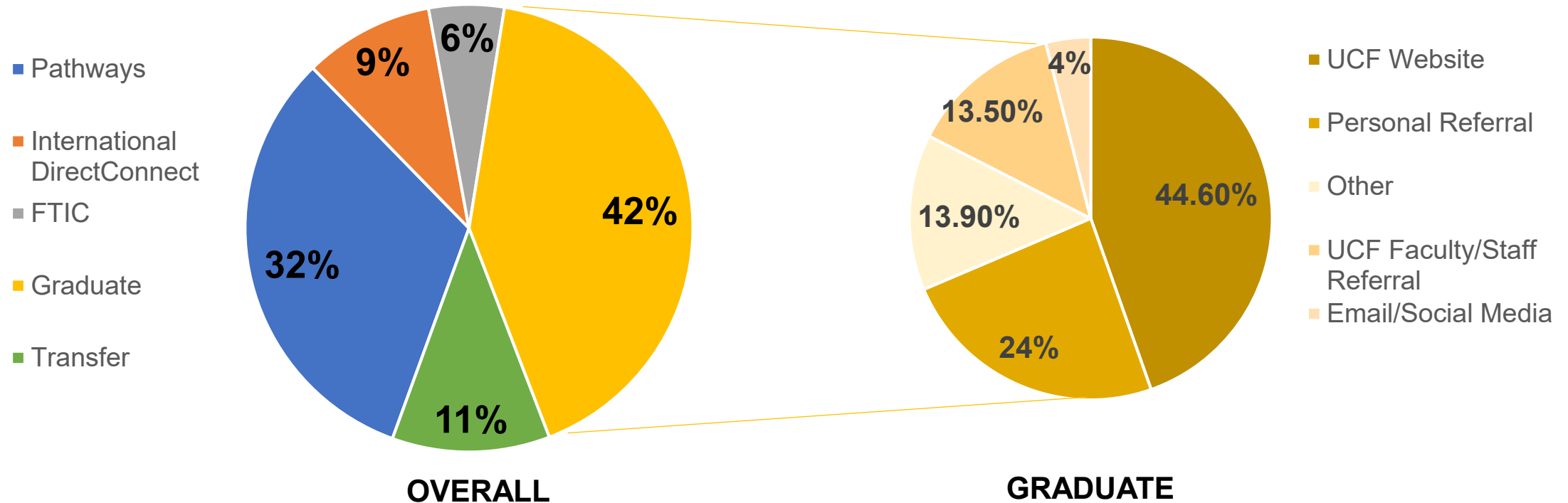
COUNTRY	INTERNATIONAL ENROLLMENT
Russia	70
Pakistan	68
Egypt	55
United Kingdom	55
Korea, South	51
Canada	49
Nigeria	46
Haiti	43
Peru	40
Turkey	40
Netherlands	37



137

**Countries  
represented**

# Student Demographics – Referral Sources



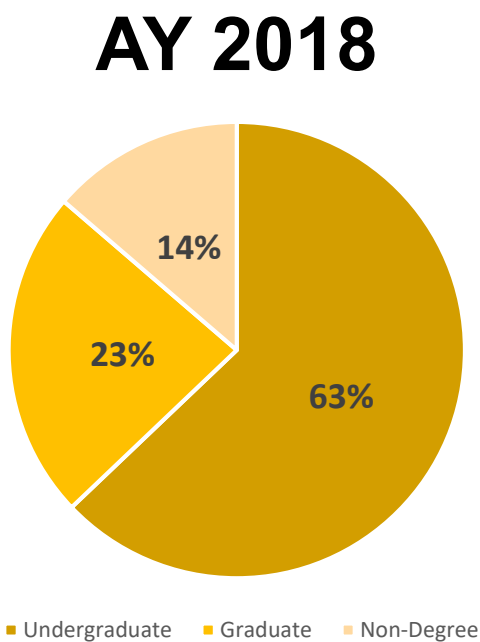
UCF Global uses agents across the world to recruit students into non-degree English programs.

**85%** Pathway students are agent referred

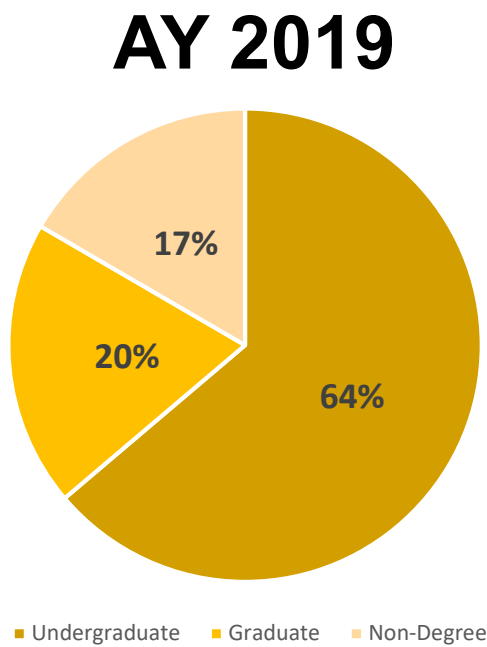
Enrollment data for Fall 2019.

# International Student Gross Revenue

International students pay out-of-state tuition and associated fees.



**\$31M+**

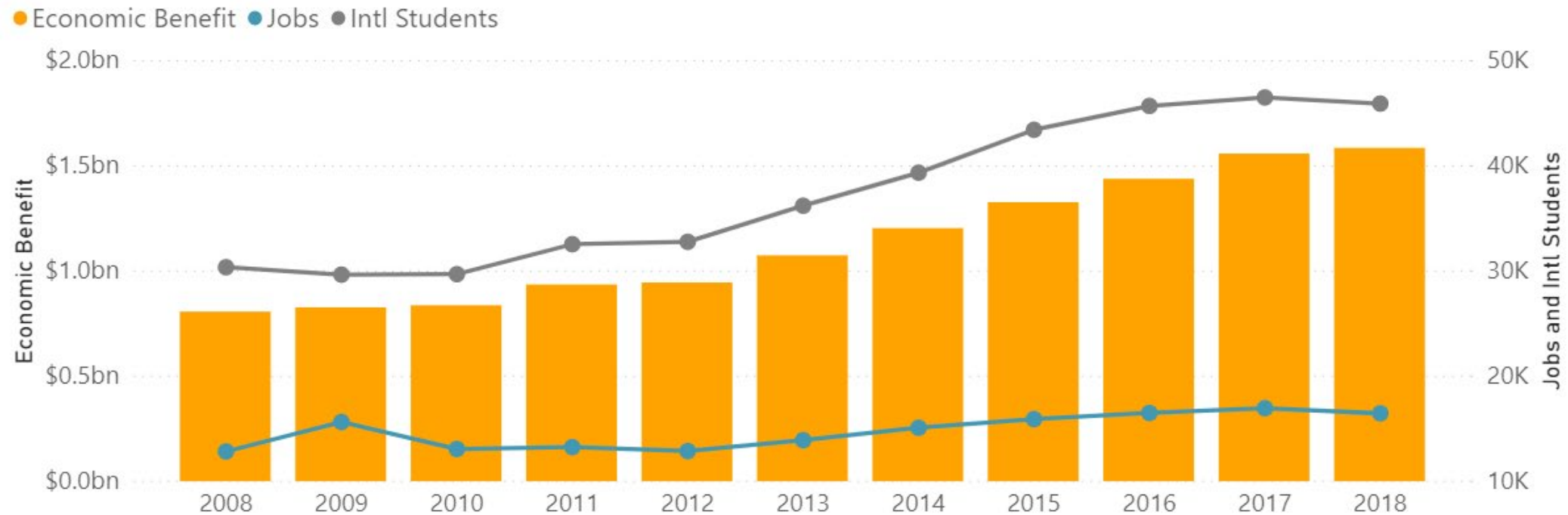


**\$36M+**

**+16.1%**  
Growth in gross revenue

**+16.0%**  
Growth overall enrollment

# 45,957 International Students Contribute to 16,458 Jobs in Florida's Economy



**ECONOMIC BENEFIT TO STATE OF FLORIDA : \$1.6 BILLION**

# International Student Impact in Entrepreneurship

## STARTING SUCCESSFUL BUSINESSES

**23%** of billion-dollar startup companies in the U.S. were founded or co-founded by an international student.

Source: NAFSA, FORBES, STATISTA  
(<https://www.visualcapitalist.com/international-students-impact-u-s-economy/>)

## INTERNATIONAL STUDENTS WHO FOUNDED BILLION-DOLLAR COMPANIES

**Elon Musk** - SpaceX (\$21B)

**Noubar Afeyan** - Moderna (\$7B)

**Renaud Visage** - EventBrite (\$1B)

Source: Forbes  
(<https://www.forbes.com/sites/stuartanderson/2018/11/05/international-students-are-founding-americas-great-startups/#529c4ebe5568>)

## INTERNATIONAL STUDENTS: A VITAL ECONOMIC ASSET

U.S. EXPORTS (2018)

	AUTOMOBILES	<b>\$158B</b>
	COMMERCIAL AIRCRAFT	<b>\$131B</b>
	PHARMACEUTICALS	<b>\$51B</b>
	EDUCATION EXPORTS	<b>\$41B</b>
	TELECOMMUNICATIONS	<b>\$36B</b>
	SOYBEANS	<b>\$17B</b>

Source: NAFSA, EVANS, WORLDCITY (<https://www.visualcapitalist.com/international-students-impact-u-s-economy/>)

## UCF INTERNATIONAL STUDENTS HAVE WORKED AT

Amazon  
Apple  
Disney  
Deloitte  
EA Sports

Facebook  
Google  
Hewlett-Packard  
IBM  
Monsanto

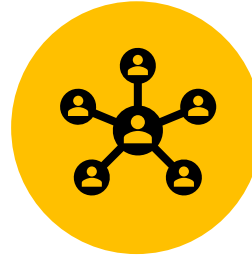
Netflix  
Oracle  
Siemens  
Tesla  
Twitter

# How Do We Leverage Opportunities for All?



## UCF GLOBAL

Recruitment Strategic Plan  
International DirectConnect to UCF®  
International Agreements  
Broward College International Centers and  
Academic Affiliates model



## ACADEMIC CENTERS WITH A GLOBAL FOCUS

International and Global Curriculum  
Office of Global Perspectives and  
International Initiatives  
Centers, Programs, and Initiatives  
Student Organizations



## UCF ABROAD

Faculty Planning and Curricular  
Priorities  
Strategic Partnerships  
Student Participation and  
Program Support

## GLOBAL INITIATIVES ADVISORY COMMITTEE

# Global Initiatives Advisory Committee

## ADMINISTRATION

**Jeff Jones, Chair**, Vice Provost, UCF Connect & UCF Global

**Theodorea Berry**, Vice Provost, Student Learning and Academic Success, Dean, College of Undergraduate Studies

**Nataly Chandia**, Associate Vice President, UCF Global

**Gordon Chavis**, Associate Vice President, Student Development and Enrollment Services

**David Dumke**, Director, Office of Global Perspectives and International Initiatives

## STUDENTS

**Rayna Eid**, President, Saudi Student Association

**Anusha Ketepalle**, President, Indian Student Association

**Amy Lebanoff**, Engineering Student

## FACULTY

**Jim Bacchus**, Professor/Director, COS, School of Politics, Security and International Affairs/Center for Global Economic and Environmental Opportunity

**Karen Biraimah**, Professor, CCIE

**Tyler Fisher**, Associate Professor, CAH, Modern Languages

**Waldemar Karwowski**, Chair, CECS, Industrial Engineering and Management Systems

**Marie Leticee**, Associate Professor, CAH, Modern Languages

**Chiara Mazzucchelli**, Associate Professor, CAH, Modern Languages (Provost Fellow)

**Eduardo Mucciolo**, Chair/Professor, COS, Physics

**Manuel Rivera**, Assistant Dean, Rosen College of Hospitality Management

**Laurence Vonkalm**, Interim Associate Dean, COS



# CURRENT INITIATIVES

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- **Global Perspectives**
- **Global Advisory Committee**
- **Pathway Programs**
- **Online English Program**
- **Guild/Disney ASPIRE**





# THANK YOU

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** Post Investigation Action Plan

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**Background:**

The Audit and Compliance committee (Committee) was charged by the Chair of the Board of Trustees to develop a Board plan for oversight of the implementation of recommendations from the inappropriate transfer of E&G funds to construction. As requested by the Board of Trustees, University Audit and University Compliance, Ethics, and Risk accumulated all recommendations, sorted them by similarity, assigned a theme, ranked them by risk, and worked with leadership to assign the appropriate university staff and obtain an action plan with target completion dates for each recommendation. This plan was approved by the Board of Trustees on July 18, 2019. The vice president for compliance and risk was charged with the responsibility of monitoring and implementation of the post investigation action plan. Attachment A includes a summary of completions for all action plan items since the February 13, 2020, update to this Committee.

**Issues to be Considered:**

The Committee was charged with oversight and with monitoring the progress of action items, requesting status updates on a periodic basis to ensure a timely completion of the post investigation action plan. All action plan items are completed.

**Alternatives to Decision:**

The Committee may decide not to approve the closure of the action plan items and propose an alternative approach for ensuring the board meets its fiduciary duties with respect to the recommendations.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approval of the closeout of the Post Investigation Action Plan.

**Authority for Board of Trustees Action:**

UCF Audit and Compliance Committee Charter.

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

N/A

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

Chair Joseph Conte has approved adding this item to the agenda.

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**Submitted by:**

Rhonda L. Bishop, Vice President for Compliance and Risk

**Supporting Documentation:**

Attachment A: Post Investigation Action Plan Closeout

**Facilitators/Presenters:**

Rhonda L. Bishop, Vice President for Compliance and Risk



Attachment A

Pending Recommendation List

Post Investigation Action Plan - Includes all updates since February 13, 2020

Closed as of June 30, 2020

Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Action Plan Completion	Status	Completion Date
53	Association of Governing Boards	AGB May 15, 2019 Report	Board meetings: Productive board meetings feature candid conversation, rely on adequate committee and staff reports (not too little and not too much), use a consent agenda to allow time for important discussions, avoid the addition of late or understaffed items, and are conducted in a professional manner that reinforces the image of the board as a responsible fiduciary body. Planning for board meetings should focus on agendas and how they are set, the time spent on perfunctory versus strategic issues, the quality of committee communications with the board, the scope and quality of staff presentations, the tone of member interactions, and the chair's responsibility to short-circuit irrelevant distractions. It is essential for the UCF president to recognize that engaging with the board—most especially with the board chair and committee chairs—is fundamental to a collaborative leadership structure. Delegating board governance and board priorities to other staff will ultimately weaken institution governance and a president's standing.	Low	BOT & Staff Interaction	Board Office	Janet Owen	All BOT Committees	This has been/will be addressed in several ways: 1) Reviewing the Presidential Delegation of Authority, which currently requires the board to spend significant time on "perfunctory" matters. 2) In Fall 2018, the administration required all committee agendas to be approved by committee chairs, ensuring their significant input in agenda development. This continues. 3) Develop a board "Statement of Expectations" to guide individual and collective behavior. 4) Approve Board Operating Procedures that oversee submission guidelines, deadlines, etc. 5) Interim President Seymour has (a) weekly calls with the BOT chair, as well as monthly in-person meetings, (b) monthly meetings with the vice chair (c) monthly calls with committee chairs, (d) as well as regular meetings/calls with trustees and unscheduled, issue-oriented calls. 6) Board workshops have been built into the 2020 BOT schedule so the president and board can have deliberate "big picture" discussions.	This item is completed as of the September 19 Board meeting. The agenda supports the implementation of the recommendations contained in this item: the preparation for this meeting intricately involved the Chair and committee chairs; the focus is on strategic issues (information items) to promote meaningful discussion and engagement of Board members; staff presentations are kept to a minimum to encourage more Board interaction; agenda items are also strategically developed to provide the Board with an accounting of certain expenditures (for example, the Distance Learning fee).	Completed	September-19
8	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Audit will work with UCF management and staff to identify PeopleSoft automated internal control enhancements to reduce inappropriate or unnecessary system access, block or flag inappropriate financial transactions, as well as to develop monitoring reports for activities such as large dollar transfers and the timing and amount of construction project funding transactions.	High	Internal Control Redesign & Process Enhancements	CFO, University Audit (Oversight)	Kristie Harris, Robert Taft (Oversight)	Audit and Compliance Committee	Finance and Accounting in conjunction with University Audit, will evaluate both automated preventative and detective controls to prevent or flag potentially inappropriate transfer of funds and source/use concerns. Discussed possible system solutions and policy enhancements with IT and others (facilities and general accounting staff). The control has been implemented and has now been tested by University Audit on a live transaction over \$2 million that was rounded in an automated fashion. This automated alert takes place regardless of the source of funds. It includes both an email alert and an action item with PeopleSoft.	The implementation of the automated workflow control satisfies this recommendation. The university will also obtain a new Cloud ERP system which will address this in the long term.	Completed	March-20
9	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should explore ways in which technology could be used to enhance its internal controls, such as automated workflows within the budget and general ledger systems that flag transactions which may constitute a violation of BOG regulations and/or state law concerning the use of state appropriated funds.	High	Internal Control Redesign & Process Enhancements	CFO, University Audit (Oversight)	Kristie Harris, Robert Taft (Oversight)	Audit and Compliance Committee	Finance and Accounting will evaluate possible technology solutions or other options to enhance internal controls and develop an appropriate plan for implementation. Discussed possible system solutions and policy enhancements with IT and others (facilities and general accounting staff). The control has been implemented and has now been tested by University Audit on a live transaction over \$2 million that was rounded in an automated fashion. This automated alert takes place regardless of the source of funds. It includes both an email alert and an action item with PeopleSoft.	The implementation of the automated workflow control satisfies this recommendation. The university will also obtain a new Cloud ERP system which will address this in the long term.	Completed	March-20

Pending Recommendation List

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4	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Checks and balances must be instituted to ensure that no high-ranking administrator becomes a single point of both information and authority with respect to decisions involving significant sums of public funds. Boards of Trustees and the Board of Governors should required universities to notify General Counsel, audit and compliance, and Board of Governors staff of the substance of such decisions. Compliance staff must have authority and opportunity to question the legitimacy of such decisions.	High	Culture, Ethics, & Governance	President's Office	Thad Seymour	Audit and Compliance Committee	1) In Fall 2018, then-President Whittaker created new CFO and COO positions to separate functions and provide internal checks and balances in funding authority and decision-making; in January 2019 the BOT made that change official board policy. 2) In Fall 2018, the BOT initiated a new requirement for certifications to the board as to the appropriate source of funds for all UCF construction projects. The required signatures are the CFO, the Vice President presenting the item, the Vice President and General Counsel and the President. 3) In Fall 2018, then-President Whittaker initiated new requirement for real-time audits for capital projects that exceed \$2 million. 4) The administration is pursuing a new position of VP, Compliance and Risk to help UCF rebuild a culture of ethics, integrity and accountability. 5) Interim President Seymour has scheduled regular update meetings with the chief audit and compliance officers. This is in addition to any urgent meetings needed. 6) UCF has hired a new Director of Enterprise Risk and Insurance Management	All action plan items completed with the last being the VP for Compliance and Risk start date on September 9, 2019.	Completed	September-19
5	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Each SUS institution should foster a culture that respects and responds to Auditor General Audit Findings.	High	Culture, Ethics, & Governance	President's Office	Thad Seymour	Audit and Compliance Committee	During his cabinet meeting on October 21, Interim President Seymour communicated his expectations for cooperation with the Auditor General. Additionally, he will send a communication when the next Auditor General Report is issued with a link to the report from the AG website or as an attachment stating: 1) Management (including the Preside+[@[Action Plan]]not, a BOT representative and other key UCF personnel) met with the Auditor General at the exit conference to discuss the proposed report, 2) While there were no recommendations from this report UCF will continue to provide detailed responses and action plans with deadlines for all recommendations in Auditor General reports; 3) The President encourages all personnel working with the Auditor General to continue to be fully transparent and provide all requested information in a timely and complete manner; 4) UCF's goal is to establish an internal control environment and sound financial processes that will reduce the risk of any material weaknesses impacting the reporting of our financial results; 5) Interested employees can go to the Auditor General website to find all reports issued relating to UCF. Auditor General Report was issued in March following which time Interim President Seymour discussed with the cabinet on March 30 and issued the proposed email to his leadership team on the following day, March 31.	The communications from Interim President Seymour following the issuance of the Auditor General Report in March completes the corrective actions for this recommendation.	Completed	March-20

Pending Recommendation List

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26	Association of Governing Boards	AGB May 15, 2019 Report	Risk assessment: In light of the disruptive forces that currently affect all of higher education, board attention to the myriad risks associated with governing a massive, complex public enterprise like UCF is highly recommended. A workup of priority risks (a heatmap) by staff and external advisors should be a major topic of board discussion at least annually, and the subject of a board risk assessment committee regularly. A sophisticated risk assessment process at the board level might well have anticipated the crisis brought on by the Trevor Colburn Hall fiasco.	Medium	Culture, Ethics, & Governance	University Compliance, Ethics, and Risk	Rhonda Bishop	Audit and Compliance Committee	The university will and fill two new positions; the Director of Enterprise Risk and Insurance Management and the Vice President for Compliance and Risk. Under their leadership UCER will develop and implement an enterprise risk framework and timeline for conducting a university-wide risk assessment. The office provided executive leadership with an overview of ERM, determined internationally recognized risk standard as the basis for the UCF ERM program, and identified high-level categories for the university risk universe. A revised Audit and Compliance Committee Charter that incorporates ERM oversight was also brought forward for the Committee's review and it was approved during the February 2020 meeting. The VP for Compliance and Risk also formed and leads the university's Emerging Issues and Crisis Response Team (EICRT), the scope of which includes providing appropriate leadership prior to and during an emerging issue, crisis or university incident including president, and board consultation and communication. EICRT's focused has been addressing the current pandemic. As a result, the ERM Framework Implementation and Communication Plan developed will be executed during the Fall 2020 which includes a presentation to university leadership followed by presentations to the Audit and Compliance Committee and full Board.	The university created and filled two new positions; the Director of Enterprise Risk and Insurance Management and the Vice President for Compliance and Risk. Under their leadership, the following was completed: provided executive leadership with an overview of ERM, determined internationally recognized risk standard as the basis for the UCF ERM program, identified high-level categories for the university risk universe, revised the Audit and Compliance Committee's Charter to incorporate ERM oversight and received approval from the Committee, formed the Emerging Issues and Crisis Response team, and developed the ERM Framework Implementation and Communication Plan.	Completed	June-20
27	Board of Trustees	Board of Trustees May 16, 2019 Meeting	Based on a motion that was made and approved during the April 23, 2019, Audit and Compliance Committee meeting, University Audit will work with management to obtain funding for additional new lines/positions. These lines/positions will focus on financial controls, data analysis and completing the increasing number of investigations being received through the IntegrityLine and other sources as described earlier.	Medium	Culture, Ethics, & Governance	University Audit	Robert Taft	Audit and Compliance Committee	A staffing plan is being developed including new positions and reporting structure. Job descriptions will be created and edited and then submitted to HR for salary analysis prior to posting for hire.	Staffing plan was developed and approved, funding has been secured for three additional FTE and a timeline to fill all positions has been established. The first position has already been posted and all others will be posted by March 2020. Original completion date was targeted for December 2019 but it has been completed early.	Completed	November-19
28	Board of Trustees	Board of Trustees May 16, 2019 Meeting	Under BOG Regulation 4.003, at least once every five years, the president and the Board of Trustees shall be provided with an external review of the Compliance and Ethics Program's design and effectiveness and any recommendations for improvement, as appropriate. The first external review shall be initiated within five years from the effective date of the regulation, which is 2021. The assessment shall be approved by the Board of Trustees and a copy provided to the Board of Governors. It was the expectation of University Compliance, Ethics, and Risk that the new vice president for Compliance, Accountability, and Ethics would commission such report upon his or her hire. However, the office will discuss with senior leadership the feasibility of initiating the review sooner, with the expectation that resources to support the review will be provided	Medium	Culture, Ethics, & Governance	University Compliance, Ethics, and Risk	Rhonda Bishop	Audit and Compliance Committee	Collaborate with Florida university peers and BOG IG to define single set of effectiveness standards for use by SUS in effectiveness reviews. Once finalized, UCER will engage a third party to conduct the five-year review. Engagement of the third-party with a timeline for the review will be completed by June 2020. Received final draft SUS effectiveness standards for review. The standards will be finalized and approved during the Spring 2020 SUS meeting. The effectiveness standards were approved on May 22, 2020 by the SUS Compliance and Ethics Consortium during the spring meeting. The finalized materials were submitted to three vendors for quotes to conduct the 5-year program review following which time UCER selected a vendor, executed the contract and finalized the timeline for completion of the 5-Yr Review.	UCER executed a contract with the selected vendor to conduct the external 5-Yr Program Review to commence in the Fall.	Completed	June-20
35	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Audit will initiate a quarterly financial control evaluation and certification program based on customization of Section 302 of the Sarbanes Oxley Act for publicly traded companies https://www.sarbanes-oxley-101.com/SOX-302.htm. This program will include the completion of a checklist to review process, system and regulatory changes along with a review of material transactions taking place during the period to identify any potential areas of concern. A Financial Statement Disclosure Committee consisting of key members of management will be formed to perform this work. University Audit recommends that a member of the Board of Trustees be named as a member of this committee.	Medium	Internal Control Redesign & Process Enhancements	University Audit	Robert Taft	Audit and Compliance Committee	Will leverage available resources and look to hire staff with prior financial controls/SOX experience. This recommendation was not made by the BOT but was instead a suggested commitment made by University Audit to explore with management the feasibility of implementing Sarbanes Oxley type of financial statement preparation controls.	In discussions with management, it was determined that a formal "SOX-lite" certification process when not required would be cost prohibitive to the university. This suggestion was proposed by University Audit and is not required by state regulations. The university will continue to strengthen the policies and controls outlined in a number of other recommendations and will re-evaluate the control environment following implementation.	Completed	November-19

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Post Investigation Action Plan - Includes all updates since February 13, 2020

Closed as of June 30, 2020

Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Action Plan Completion	Status	Completion Date
36	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Audit will work with UCF management to verify that all follow-up activities the university has committed to in the Auditor General's operational report and all other reports are fully implemented. All identified issues will be tracked in University Audit's audit management software.	Medium	Monitoring Post-Transaction Activities	University Audit	Robert Taft	Audit and Compliance Committee	Perform follow-up work and provide a status update to the BOT Audit and Compliance committee at a future 2019 meeting.	University Audit tracked the Auditor General (AG) recommendations from its operational report until all items were completed. The AG is currently conducting fieldwork for its next financial statement audit. Their report is expected to be issued early 2020. Any issues noted in the upcoming report will be monitored by University Audit. This update is scheduled for the December Audit and Compliance Committee.	Completed	November-19
49	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Compliance, Ethics, and Risk will implement, at a minimum, senior management annual ethics training with a signed statement that they have taken the training, their direct reports are trained, and they are in compliance with university, SUS, and state regulations and policies.	Medium	Training & Awareness	University Compliance, Ethics, and Risk	Rhonda Bishop	Audit and Compliance Committee	UCER will develop a program and plan for implementation by June 2020. The office is currently exploring third party options for developing the training and certification process. UCER identified a vendor to provide materials for annual training and is pursuing a contract. Mandatory training and certification will be required for all faculty and staff (excludes student employees) and will be implemented at the year anniversary of the first mandatory training in September. We have executed a contract with Compliance Wave to develop the course and certifications and scheduled out the steps for deploying the training in September, 2020 in an Annual Code of Conduct with Certifications Implementation and Communication Plan. The Plan has been initiated and is currently in progress with customizations already begun. Note that this action plan item was originally scheduled for completion in June 2020 but it has been completed early.	The executed contract with Compliance Wave and the implementation of the Annual Code of Conduct with Certifications Implementation and Communication Plan satisfies the corrective actions in this recommendation. The training will commence on the year anniversary of the first mandatory training in September.	Completed	April-20
29	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Public universities should employ sufficient Audit and Compliance staff to protect the interests of taxpayers and students.	Medium	Culture, Ethics, & Governance	President's Office	Thad Seymour	Audit and Compliance Committee	A staffing plan was developed including new positions and reporting structure. Job descriptions will be created and edited and then submitted to HR for salary analysis prior to posting for hire. Developed and approved plan, funding and timeline for recruiting will be completed by December 2019. University Audit has an approved staffing plan, has secured funding, and a timeline for filling the positions. University Compliance, Ethics, and Risk has finalized its proposed staffing plan and presented it to the president for review. Proposed completion date was changed from December 2019 to February 2020 to allow additional time for the president's office to identify funding to support the staffing needs. Funding for staffing plan was secured for the new positions in Compliance and Ethics which satisfies this recommendation.	Both University Audit and University Compliance and Ethics have approved staffing plans, secured funding, and a timeline for filling the positions.	Completed	February-20
30	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Boards of Trustees should review each state audit finding, be fully advised by legal counsel, audit staff and trained administrators of the seriousness of findings of unlawful operations or activities, and maintain regular review of institutional responses until compliance is achieved and certified by the university's chief audit executive, Board of Governors Inspector General, or the Auditor General	Medium	Culture, Ethics, & Governance	University Audit	Robert Taft	Audit and Compliance Committee	As noted in several other recommendations, open AG audit issues will be tracked by UCF Audit. The Board Chair or Chair of the Audit and Compliance meeting are invited to AG exit conferences. Draft responses to AG reports will be provided to specific BOT members prior to sending to AG.	Audit has been and will continue to take the steps outlined in the action plan. Any issues from the upcoming AG Financial Audit report (hopefully none) will be added to the tracking work. Process is outlined in the UCF Audit Operations Manual.	Completed	September-19



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38	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Regular internal operational audits to monitor compliance with such policies (Policies developed to ensure adherence to budget and planning laws and regulations).	Medium	Monitoring Post-Transaction Activities	University Audit	Robert Taft	Audit and Compliance Committee	Will look at scheduling a budget process audit or consulting project once the current process is redefined and is implemented or is being implemented. Will work with management and BOT to determine which type of audit project would add the most value. Will discuss with CFO at future meeting.	During discussions with Dennis C on audit/advisory topics agreed that cash flow monitoring/Treasury operations, Investments and Budget process audit would be good audit topics and we have them on our watch list to do once we actually have updated processes to audit. In addition, I had a discussion with Kathy M on a mid-year review (February 2020 or so) on carryforward to see how the activity year to date matches what has been proposed in the recently developed carryforward plan. This item is closed; this item appears as one of the six standard objectives for every audit; reports and updates will be provided during within University Audit's update to the Audit and Compliance Committee.	Completed	September-19
39	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Capital Outlay Budgets, Fund Composition Reports and E&G carry forward expenditures should be routinely audited.	Medium	Monitoring Post-Transaction Activities	University Audit	Robert Taft	Audit and Compliance Committee	University Audit will continue to perform real time capital project monitoring through December 2021 and will perform a mid fiscal year review of E&G carry forward spending activity and trends. Fund Composition audits have been included in the audit universe and will be scheduled in the next audit plan. Audit is finalizing the substantive testing on a material sample of carryforward expenditures from multiple colleges and departments to verify that the funds were used as documented by the plans submitted. This work will be completed by the end of the fiscal year and a memo will be issued with any identified recommendations. Audit is meeting with Finance on July 2nd to discuss the proposed recommendations for the E&G Carryforward budget process. The formal project exit meeting is scheduled for July 15th and the final report will be issued by the end of July.	Capital project monitoring is scheduled through 2021, fund composition audits have been included in the audit universe for scheduling during the next audit plan and the E&G carryforward testing is being finalized. Audit is meeting with Finance on July 2nd to discuss the proposed recommendations for the E&G Carryforward budget process. The formal project exit meeting is scheduled for July 15th and the final report will be issued by the end of July.	Completed	June-20
40	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Internal auditors should prioritize audits of E&G carry forward distributions and capital project funding.	Medium	Monitoring Post-Transaction Activities	University Audit	Robert Taft	Audit and Compliance Committee	Look at current risk assessment process to determine how to adjust criteria to increase audit work to be done around this area.	Real time capital project monitoring continues and is scheduled through December 2021. A mid fiscal year review of E&G carry forward spending activity and trends is scheduled for March 2020.	Completed	November-19
56	Board of Trustees	Board of Trustees May 16, 2019 Meeting	Compliance efficiency and benchmarking metrics will be provided at the next Board of Trustees Audit and Compliance Committee meeting.	Low	Culture, Ethics, & Governance	University Compliance, Ethics, and Risk	Christina Serra	Audit and Compliance Committee	Preparing report for August 8, 2019 meeting.	Report presented and discussed at the August 8, 2019 Audit and Compliance Committee Meeting.	Completed	August-19
58	Board of Trustees	Board of Trustees March 13, 2019 Meeting	Audit and Compliance Committee to review and consider extending real time audits to all major financial commitments that are beyond budget or major changes to budgets throughout the year and provide recommendations to the full board.	Low	Monitoring Post-Transaction Activities	University Audit	Robert Taft	Audit and Compliance Committee	University Audit performed an initial assessment and did not identify any other real time audit opportunities beyond the continued work on capital projects that would provide significant value to the university. After review, it was determined that other standard audits and advisory projects will be the most effective and efficient approach for using our resources. This was discussed with the Chair of the Audit and Compliance Committee. Two real time initiatives that will be evaluated by Audit to determine if they should be pursued include 1) looking at new contracts on a periodic/scheduled basis and 2) reviewing carryforward expenditure activity on a periodic/scheduled basis. The two initiatives are being piloted and Audit will determine if they should be incorporated into our audit plan as an ongoing activity or be included as stand-alone projects within our audit universe and periodically audited based on our risk assessment analysis.	This action plan item is now considered closed based on Audit's completion of the real time project evaluation process and discussion with the Chair of the Audit and Compliance Committee.	Completed	April-20

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59	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Audit will monitor changes to Florida statutes relating to whistle-blower eligibility and determination criteria and adjust university policies and internal procedures accordingly	Low	Policies & Procedures	University Audit	Robert Taft	Audit and Compliance Committee	Work with UCF General Counsel, BOG IG and other Chief Audit Executives to keep up on legal and operational issues.	As part of University Audit's ongoing monitoring of state requirements, the office attends SUAC and BOG IG meetings and discuss upcoming changes to statutes. Additionally, the office obtains notifications directly from the BOG when there are new or proposed regulation changes. While there is a potential Florida Senate Bill relating to whistleblower program coming up in the next Legislative session, there are no other planned changes that have been identified at this time. The office will continue to monitor and make appropriate changes to policies and procedures. Original completion date was targeted for December 2019 but was completed early.	Completed	November-19
60	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Compliance, Ethics, and Risk and University Audit will, as appropriate, review and update current policies related to reporting misconduct and investigations, adding new policies as necessary.	Low	Policies & Procedures	University Compliance, Ethics, and Risk and University Audit	Rhonda Bishop and Robert Taft	Audit and Compliance Committee	Review policies to determine updates as necessary.	The Reporting Misconduct and Protection from Retaliation Policy was revised and approved by the University Policies and Procedures Committee on September 26 and the President on October 4, 2019. No changes necessary to the Whistle-blower policy.	Completed	October-19
61	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Compliance, Ethics, and Risk along with University Audit will develop and deliver the following: i.UCF Employee Code of Conduct training which includes awareness of reporting options available to employees and the UCF IntegrityLine ii.Online training covering university policies on reporting misconduct and protection from retaliation and whistle-blower protections, the reporting options available to employees, and the UCF IntegrityLine	Low	Training & Awareness	University Compliance, Ethics, and Risk, University Audit, and President's Office	Rhonda Bishop, Robert Taft, Tom Hope	Audit and Compliance Committee	On-line module and communication plan targeted for distribution in late Summer/early Fall.	The UCF Employee Code of Conduct online training module had already been developed and contained a section on the UCF IntegrityLine. A newly developed Speak Up! Whistle-blower training module was developed, paired with the Code of Conduct training and launched as mandatory training. Interim President Seymour announced the mandatory training in an all employee email August 30, 2019. All employees were auto-enrolled in the UCF Employee Code of Conduct / Speak Up! Whistle-blower Training on September 12, 2019 and received an email notification with instructions on how to access with a deadline of October 11, 2019. In-Person mandatory Ethical Leadership Training took place on September 18, 2019 and recorded for those who could not attend. Reminder emails were scheduled weekly to those who had not yet completed either training. Training status reports were submitted in advance of Monday Cabinet Meetings for the Interim President to address with leadership. On October 14, 2019 the online training completion rate was 85.40%; the names of those who did not complete the training and in-person requirement were sent to the Interim President. The President's office will continue to follow up through the VPs, accommodating extensions as necessary (UFF bargaining) until all training is completed.	Completed	October-19

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62	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Compliance, Ethics, and Risk will continue training and advertising on the UCF IntegrityLine through the online training modules and the IntegrityStar, will confirm Speak Up posters are in all employee common areas within all buildings, and Speak Up icons with hyperlinks to the IntegrityLine are on appropriate websites	Low	Training & Awareness	University Compliance, Ethics, and Risk	Rhonda Bishop	Audit and Compliance Committee	Confirming all IntegrityLine posters and icons are posted where they should be and continue training and awareness efforts on the IntegrityLine.	The office developed and implemented a UCF IntegrityLine Annual Communication Plan that includes: 1) annual review and confirmation that IL image with hyperlink appears on all compliance partner websites, posters in all employee common areas, wallet cards and office brochures included in all new hire packets; 2) review and revision as necessary, Reporting Misconduct Policy, Code of Conduct, Mandatory Training and office brochure; 3) Marketing efforts to include three editions of the IntegrityStar newsletter, tabling events, annual C&E week, and IntegrityLine bus. Additionally, a newly developed Speak Up! Whistle-blower training module was developed, paired with the Code of Conduct training and launched as mandatory training. Next year it will be combined with the revised COC. (This item was originally marked with Dec 2019 target completion but was completed early)	Completed	October-19
63	Board of Trustees	Board of Trustees May 16, 2019 Meeting	University Audit will provide face-to-face whistle-blower determination training as requested or if retaliation activities are substantiated for a specific area of the university.	Low	Training & Awareness	University Audit	Robert Taft	Audit and Compliance Committee	Develop a PowerPoint for presentations and schedule training as needed.	The training presentation was developed and delivered to requested audiences. University Audit will continue to look for opportunities and audiences to train on this topic and will train as requested.	Completed	November-19
64	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should consider the need for improved training and communications regarding its whistleblower program designed to increase awareness of the program and encourage employees to report known or suspected violations of law, regulation or University policy.	Low	Training & Awareness	University Compliance, Ethics, and Risk, University Audit, and President's Office	Rhonda Bishop, Robert Taft, Tom Hope	Audit and Compliance Committee	On-line module and communication plan targeted for distribution in late Summer/early Fall.	The UCF Employee Code of Conduct online training module had already been developed and contained a section on the UCF IntegrityLine. A newly developed Speak Up! Whistle-blower training module was developed, paired with the Code of Conduct training and launched as mandatory training. Interim President Seymour announced the mandatory training in an all employee email August 30, 2019. All employees were auto-enrolled in the UCF Employee Code of Conduct / Speak Up! Whistle-blower Training on September 12, 2019 and received an email notification with instructions on how to access with a deadline of October 11, 2019. In-Person mandatory Ethical Leadership Training took place on September 18, 2019 and recorded for those who could not attend. Reminder emails were scheduled weekly to those who had not yet completed either training. Training status reports were submitted in advance of Monday Cabinet Meetings for the Interim President to address with leadership. On October 14, 2019 the online training completion rate was 85.40%; the names of those who did not complete the training and in-person requirement were sent to the Interim President. The President's office will continue to follow up through the VPs, accommodating extensions as necessary (UFF bargaining) until all training is completed.	Completed	October-19

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1	Board of Governors	Board of Governors January 31, 2019 Audit and Compliance Committee Meeting	Build a strategic plan and brief to the Board of Governors on: (1) how UCF grew so fast; (2) how big it should be; and (3) what are the controls to govern growth.	High	BOT & Staff Interaction	President's Office	Alex Cartwright	Board Chair	<p>BOG officials clarified the request for an enrollment plan instead of a strategic plan. President Seymour created an Enrollment Management Taskforce consisting of faculty, staff, deans, administration, SGA and BOT chair and charged them to "define a 10-year enrollment strategy that supports student and faculty success, meets regional needs, and aligns with state goals to further UCF's pursuit of excellence." Oct 2019: Task Force in second phase with subgroups looking at international, graduate, online, plus traditional undergrads. Major ready group is looking at student success and finance is building a financial model to understand cost implications. Annual accountability plan presentation to the BOG in June 2019 and June 2020 may satisfy the BOG recommendation.</p> <p>During BOT meeting in Feb 2020, trustees requested that UCF's new president develop a strategic enrollment plan within the first year that engaged academic constituents in the planning and revise UCF's Direct Connect program.</p> <p>Since President Cartwright's arrival in April, weekly enrollment monitoring occurs with the President and Cabinet to monitor the impacts of COVID-19 on UCF's overall enrollment. Moving forward, UCF will implement the Board's recommendations to create a strategic enrollment plan that will align UCF's enrollment with UCF's strategic priorities, to be reviewed and approved by the UCF BOT.</p>	<p>This item is not complete. The development and approval of a strategic enrollment plan has been added to President Cartwright's goals and objectives and will be tracked separately from this PIAP and monitored by the Board for completion through a separate process.</p>	Completed	June-20
19	Association of Governing Boards	AGB May 15, 2019 Report	<p>Board-president relationship: The relationship between the board, especially as represented by its chair, and the president works best when it is a leadership partnership characterized by common goals for the university, well defined areas of respective authority, and recognition of the many topics that require discussion and collaboration. Mutual respect, transparency, and openness to constructive criticism are essential attributes of the relationship, shaped by a regular pattern of communication. The chair speaks for the board; the president speaks for the university. The president should actively participate in board discussions, recognizing that when it comes to a vote, the board alone votes and prevails.</p> <p>Presidential assessment and compensation should be delegated to a committee but involve the whole board.</p> <p>Participation in chair-president training and coaching has proven useful especially when the institution faces challenges as serious as UCF's.</p>	Medium	BOT & Staff Interaction	Board Office	Janet Owen	Board Chair	<p>The Chair and President have weekly calls to engage in strategic discussions about the advancement of the institution. Additionally, the president will consult with the Chair via unscheduled, issue-oriented calls to ensure alignment with Board expectations. The president has monthly meetings/calls scheduled with the vice chair and monthly calls with committee chairs, as well as regular meetings/calls with trustees. Board workshops have been built into the 2020 BOT schedule so the president and board can have deliberate "big picture" discussions. The Compensation and Labor Committee reviews presidential performance and compensation annually. Additionally, the Board of Trustees Statement of Expectations approved by the BOT on November 14, 2019 outlines the roles of the Board and the president. This action plan item was originally scheduled for completion in June 2020 but it has been completed early.</p>	<p>With the weekly calls between the Chair and President, the President's scheduled calls with committee chairs and regular meetings/calls with trustees, the Board of Trustees Statement of Expectations approved on November 14, 2019 outlining the roles of the Board and the President, and the Board workshops built into the 2020 BOT schedule, all corrective actions for this recommendation have been completed.</p>	Completed	May-20

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2	Association of Governing Boards	AGB May 15, 2019 Report	<p>Crisis leadership: The board should adopt an expanded approach to crisis leadership that goes beyond traditional risk management and addresses strategic leadership going forward. The board also should ensure all of those involved in achieving this recommendation understand it.</p> <p>We recommend three interrelated activities in asserting expanded crisis leadership following the Trevor Colbourn Hall (TCH) failure: (1) continue to make the necessary changes in policy, management practices, and personnel to ensure that the errors leading to the TCH misappropriation are not repeated, (2) ensure that UCF complies fully with the regulatory changes and clarifications demanded by the BOG and the Legislature and (3) the board needs to reclaim the confidence of the public and political leaders through sound exercise of its governance authority and return their attention to helping UCF achieve excellence.</p>	High	Culture, Ethics, & Governance	Board Office	Janet Owen	Executive Committee	<p>1) In June 2019 the BOT chair designated the Audit and Compliance committee to track and update the board about progress made on the multiple recommendations. This action plan represents the continuing effort. 2) This plan will provide accountability for implementing recommendations. 3) The university has hired a new Director of Enterprise Risk and Insurance Management, has hired a new Vice President for Compliance and Risk, and is hiring additional staff in University Audit. (4) Crisis Management presentation and discussion at the September 19, 2019 board meeting and the implementation of a Crisis Management Task Force led by Trustee John Lord. (5) The use of ad-hoc task forces as needed for in-depth review of strategic initiatives. The university has also developed the Board Office, clarified the role of the Board and the role of the Board to leadership, established an Executive Committee of the Board and is in the process of recruiting a permanent president. The work of Board task forces, including the Crisis Management Task Force, continues. A final Board Crisis Plan was finalized and approved by the Board of Trustees during its February 20, 2020.</p>	<p>With the Board's approval of the Board Crisis Plan approved during the February 20, 2020 Board meeting, all corrective actions for this recommendation have been completed.</p>	Completed	February-20
23	Association of Governing Boards	AGB May 15, 2019 Report	<p>Committees and their functions: The committee titles at UCF represent a common approach that largely reflects the administrative departments and functions of the university, and it too often places a board in an oversight rather than a strategic position.</p> <p>Recommendations include: (a) consider reducing the number of committees, aligning them with UCF's strategic priorities, (b) ensure that the committee chair is central to setting the annual committee agenda and specific meeting agendas and (c) identify the right balance between oversight of past/current performance and strategic directions for the future.</p>	Medium	Culture, Ethics, & Governance	Board Office	Janet Owen	Executive Committee	<p>This recommendation will be led by the Board of Trustees and Board Chair and UCF leadership will provide support in whatever capacity needed to determine committee structure and roles.</p> <p>Establishing an Executive Committee. The Executive Committee was activated in August 2019 and the board approved its charter on Sept. 19, 2019.</p> <p>Recommending dissolution of the Strategic Planning Committee. The board unanimously voted to dissolve the Strategic Planning Committee at the Sept. 19, 2019 meeting. Adjusted the October completion date to June 2020 to allow time for committee restructuring/aligning with the university's strategic direction.</p>	<p>Chair Seay has assigned Board Members based on their individual areas of expertise, to lead efforts in researching and making recommendations for emerging issues that are impacting the university. This effort has allowed the Board to engage in areas on an ad hoc, as needed basis, arriving at a final resolution on strategic issues as a full board, and without creating additional committees that could potentially tip the balance between oversight of past/current performance and strategic direction for the future.</p> <p>In accordance with BOG Regulation 1.001 University Board of Trustees Powers and Duties, the Board Chair and University President set the agendas for the Board meetings in consultation. Further, committee chairs are central to setting the agendas for their respective committees, in consultation with the direction of the Board Chair and University President. To ensure cross collaboration between committees, the Board Chair established an Executive Committee comprised of all committee chairs, committees meet jointly when appropriate, and committees meet on one day to facilitate the potential engagement of Board members who are interested in the work of committees on which they are not currently serving as a voting member.</p>	Completed	June-20

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6	Board of Governors	Board of Governors September 13, 2018 FAC and Full Board Meetings	University will not move forward with any capital projects until the UCF BOT has completed the implementation of the procedures discussed at the UCF BOT meeting held on 9/6/18 and verified to the BOG that the procedures are in place.	High	Internal Control Redesign & Process Enhancements	COO	Misty Shepherd	Finance and Facilities Committee	All proposed projects on hold until further notice.	1. University Audit will continue to perform real-time capital project monitoring for all projects costing two million dollars or more that are approved by the UCF Board of Trustees between the time period of 9/15/2019 to 12/31/2021. We would use the current monitoring approach including providing 60 day status memos throughout the course of each project. 2. For calendar year 2022, the President and Chair of the UCF BOT Finance and Facilities Committee would jointly decide to: a) Extend the monitoring program for another 12 months b) Make the monitoring program permanent (perhaps adjusting the dollar amount for volume of projects, inflation or regulatory changes) c) Continue monitoring efforts on a project by project basis based on a request from the President or Committee Chair at the time the project is formally approved by the BOT d) Discontinue the monitoring program altogether	Completed	September-19
7	Board of Trustees	Board of Trustees September 8, 2018 Meeting	All future board and committee approvals of capital projects over \$2 million require a written certification signed by the president, vice president submitting the item, the CFO and general counsel identifying the source of funds and certifying that they are appropriate for that purpose.	High	Internal Control Redesign & Process Enhancements	General Counsel	Scott Cole	Finance and Facilities Committee	To be included in Board Operating Procedures 2. Upon further review it was determined that this recommendation had already been satisfied by the Board of Trustees Policy titled Capital Projects Funding Certification implemented in September 2018.	Board of Trustees Policy titled Capital Projects Funding Certification was established by the Board in September 2018 and posted to the BOT website. There is no further action required.	Completed	November-19
14	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should require all newly hired F&A and Facilities department employees, and other employees with budgetary responsibilities, to undergo education and training regarding the proper use of state-appropriated funds, the relevant state statutes, regulations and BOG guidance, and should provide for regular training and education of all such employees regarding these matters. The University should also implement periodic education and training on the key concepts regarding the budgeting process and the appropriation of state funds for members of the BOT and University leaders.	High	Training & Awareness	CFO	Joseph Trubacz	Finance and Facilities Committee	A process was developed to provide initial training on the proper use of funds to new F&A and Facilities employees, with periodic refreshes provided to existing employees and BOT members. Training on the proper use of funds was provided to the BOT on 5/17/19 and 11/20/19, to new members of the BOT in January and May 2020 and to university VPs and Deans on 5/31/19. Three mandatory training sessions were delivered in March and May 2020 for all F&A staff. Training was delivered to the Financial Focus Group in May 2020 and will continue with Budget Directors as well as for facilities and construction accounting.	Training on the proper use of funds was provided to the BOT on 5/17/19 and 11/20/19, to new members of the BOT in January and May 2020 and to university VPs and Deans on 5/31/19. Three mandatory training sessions were delivered in March and May 2020 for all F&A staff. Training was delivered to the Financial Focus Group in May 2020 and will continue with Budget Directors as well as for facilities and construction accounting.	Completed	June-20
3	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Capital Outlay Budgets must comply with statutory requirements showing all capital projects and the actual source of funds committed to each project	High	Culture, Ethics, & Governance	COO	Misty Shepherd	Finance and Facilities Committee	The BOG has provided a template to all universities for presenting their capital outlay budget. UCF is actively using the template and will be presenting it for BOT approval in July 2019. The FFC meeting scheduled for September 18th will address the Capital Budget, at that time the committee will also acknowledge that the we have met our obligation with regards to this recommendation and it can be removed from open items.	The original date for presenting the budget to the board was July but the BOG made changes to the instructions and the template and therefore gave all university's an extension to September. The FFC meeting scheduled for September 18th will address the Capital Budget, at that time the committee will also acknowledge that the we have met our obligation with regards to this recommendation and it can be removed from open items. This was agenda item FFC4 on the September 18 meeting.	Completed	September-19

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10	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Capital projects in excess of \$1 million in cost should not be undertaken before the President and General Counsel certify the actual source of all funds to be expended and that planning and funding conform to the Capital Outlay Budget, Capital Improvement Plan, Master Plan, applicable laws and regulations. Such certifications should be submitted to the BOT for information at the next scheduled meeting	High	Internal Control Redesign & Process Enhancements	General Counsel	Scott Cole	Finance and Facilities Committee	To be included in Board Operating Procedures 2. The Board of Trustees Policy titled Capital Projects Funding Certification implemented in September 2018 already requires capital projects over \$2 million to have a written certification signed by the president, vice president submitting the item, the CFO and general counsel identifying the source of funds and certifying that they are appropriate for that purpose. This recommendation would reduce the \$2 million threshold to \$1 million and requires further discussion by the Finance and Facilities Committee. Additionally, the Committee will need to determine whether having the GC certify is appropriate. The proposed completion date was changed from March 2020 to April 2020 due to a change in the FFC meeting schedule.	During the Finance and Facilities Committee meeting on April 22, 2020 the Committee voted to retain the \$2 million threshold that currently exists in the Board of Trustees Policy titled Capital Projects Funding Certification implemented in September 2018. The Committee also agreed that the General Counsel's signature is still appropriate and will remain on the certifications; however, the certification form wording will be changed to reflect General Counsel's legal approval of the funding shown on the certification form, not as to whether that source of funding was, in fact, later used on the project. The certification form may be modified and submitted for approval at a future Finance and Facilities Committee meeting. There is no further action required for this action item and it is therefore now considered completed.	Completed	April-20
11	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Internal loans should be fully disclosed and audited to ensure the safety and security of all funds, particularly E&G funds.	High	Internal Control Redesign & Process Enhancements	CFO	Dennis Crudele	Finance and Facilities Committee	Internal loans have been discussed with the President, BOT chairman, and Finance & Facilities Committee chair. The CFO is in the process of obtaining signed loan agreements for each loan and will present a complete list and repayment plan to the BOT at the November 14, 2019 meeting. A follow up training is also scheduled for November 20, 2019 during the Board retreat. Annual updates will be provided to the BOT until all internal loans are repaid.	The list of internal loans and plan for repayment was presented to the BOT at the November 14, 2019 meeting and fully discussed during the Board retreat on November 20, 2019.	Completed	December-19
12	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	E&G funds should not be transferred or encumbered except as authorized in budgets and carry forward commitment lists approved by the Board of Trustees.	High	Policies & Procedures	CFO	Joseph Trubacz	Finance and Facilities Committee	An internal process was developed based on BOG guidance and the BOT Delegation of Authority. A newly drafted University Budgets Policy containing the restrictions on use of E&G funds was approved by the University Policies and Procedures Committee on June 26, 2020 and forwarded to the President for his approval and signature.	An internal process was developed based on BOG guidance and the BOT Delegation of Authority. A newly drafted University Budgets Policy containing the restrictions on use of E&G funds was approved by the University Policies and Procedures Committee on June 26, 2020 and forwarded to the President for his approval and signature.	Completed	June-20
13	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	University investment policies and accounting of investment shares of various university accounts should disclose the source and possible use of all funds commingled in investment programs. Care should be taken to avoid risking University reserves or endowments through internal allocation practices that are not fully accountable to the BOT's	High	Policies & Procedures	CFO	Joseph Trubacz	Finance and Facilities Committee	Procedures were developed to clarify the sources of funding in each of the university's investment vehicles. A revision to the UCF Investment Policy Manual was approved by the Board of Trustees on June 18, 2020.	A revision to the UCF Investment Policy Manual was approved by the Board of Trustees on June 18, 2020.	Completed	June-20
15	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Budget and finance decision makers should receive regular notifications of changes in applicable laws and regulations including new Board of Governance guidance.	High	Training & Awareness	CFO	Dennis Crudele	Finance and Facilities Committee	F&A will continue to provide notification via email, budget directors' meetings, and financial focus group meetings, to budget and finance decision makers as there are changes to applicable laws and regulations. Particular emphasis will be given to new Board of Governors guidance when it is received.	Division of Financial Affairs developed a communication plan that outlines the process for monitoring additions or changes to Florida Statutes and BOG Regulations and the procedure for communicating those changes. This action item was originally marked with a proposed completion date in December 2019 but was completed in October, 2019.	Completed	October-19

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16	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	The General Counsel, audit, and other compliance offices should help train budget, finance and accounting staff, and their administrative superiors, in applicable laws and regulations	High	Training & Awareness	CFO	Joseph Trubacz	Finance and Facilities Committee	A process <b>was</b> developed to provide initial training on the proper use of funds to new F&A and Facilities employees, with periodic refreshes provided to existing employees and BOT members. Training on the proper use of funds was provided to the BOT on 5/17/19 and 11/20/19, to <b>new members of the BOT in January and May 2020</b> and to university VPs and Deans on 5/31/19. <b>Three</b> mandatory training sessions were <b>delivered</b> in <b>March and May 2020</b> for all F&A staff. <b>Training was delivered to the Financial Focus Group in May 2020 and will continue with</b> Budget Directors as well as for facilities and construction accounting.	<b>Training on the proper use of funds was provided to the BOT on 5/17/19 and 11/20/19, to new members of the BOT in January and May 2020 and to university VPs and Deans on 5/31/19. Three mandatory training sessions were delivered in March and May 2020 for all F&amp;A staff. Training was delivered to the Financial Focus Group in May 2020 and will continue with Budget Directors as well as for facilities and construction accounting.</b>	<b>Completed</b>	<b>June-20</b>
17	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	Boards of Trustees should approve E&G carryforward commitments reported to the BOG's each August and approve University changes to the approved commitments on a quarterly basis	High	Transparency & Pre-Approvals	CFO	Dennis Crudele	Finance and Facilities Committee	An internal process is being developed based on BOG guidance.	Division of Financial Affairs developed a process document that outlines the requirement and process for seeking approval of annual E&G carryforward expenditure plans by the BOT and BOG. This action item was originally marked with a proposed completion date in December 2019 but was completed in October, 2019.	<b>Completed</b>	<b>October-19</b>
31	Accenture	Accenture January 17, 2019 Report	Reporting Relationship of Academic/DSO Financial Leads and CFO - We recommend that each unit's designated finance lead (sometimes this is a single role that combines finance/operations at the unit level) serve as a dual report to the CFO organization (potentially reporting in to an AVP of Finance).	Medium	Internal Control Redesign & Process Enhancements	President, Provost & CFO	<b>Alex Cartwright, Michael Johnson &amp; Joseph Trubacz</b>	Finance and Facilities Committee	The Division of Finance, led by the CFO, hired a new Assistant VP for Budget, Planning, and Administration following which time the reporting structure for the college/division/unit Budget Directors was re-evaluated to ensure consistency in training, work product, and communication. Athletics DSO financial accounting and reporting staff moved to F&A in January. <b>Through further evaluation and discussion with the interim provost and chief HR officer, the university restructured the University Budget Committee to include the primary budget directors for each college and division. The repurposed Committee is now the University Budget Directors Committee. A newly developed University Budget Policy contains a section addressing the Budget Directors Committee, its purpose and the reporting expectations to the AVP for Budget, Planning, &amp; Analysis. Additional recommendations to strengthen DSO reporting structure were provided to the President and the BOT during the June 18 BOT meeting. Those recommendations and action items will be tracked separately.</b>	<b>The reporting relationships were evaluated by university leadership. Athletics DSO financial accounting and reporting staff moved to F&amp;A in January. Through further evaluation and discussion with the interim provost and chief HR officer, the university restructured the University Budget Committee to include the primary budget directors for each college and division. The repurposed Committee is now the University Budget Directors Committee. A newly developed University Budget Policy contains a section addressing the Budget Directors Committee, its purpose and the reporting expectations to the AVP for Budget, Planning, &amp; Analysis. Additional recommendations to strengthen DSO reporting structure were provided to the President and the BOT during the June 18 BOT meeting. Those recommendations and action items will be tracked separately.</b>	<b>Completed</b>	<b>June-20</b>



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32	Accenture	Accenture January 17, 2019 Report	CFO Role in Budgeting - UCF would benefit from formalizing the CFO's role to include setting the overall fiscal constraint in the budget process (e.g. revenue, expenditure, liquidity and debt targets). From a practicable standpoint, this translates into the President, Provost and the CFO "stacking hands" on fiscal capacity, with the Provost driving the budget allocation process thereafter.	Medium	Internal Control Redesign & Process Enhancements	President, Provost & CFO	Alex Cartwright, Michael Johnson & Joseph Trubacz	Finance and Facilities Committee	The Division of Finance will draft a University Budgets policy, which will include the CFO's responsibility for establishing the total available funding from all sources to be allocated in the university's budget. After this amount is set, the CFO, Provost, and President will jointly determine the allocation to the academic and non-academic units across campus. The Provost, working with the deans and vice provosts, will take the lead on allocations to the academic units reporting to the Provost; the CFO, working with the other vice presidents, will take the lead on allocations to the non-academic units. When the allocation process is completed, the CFO, Provost, and President will review and sign the final allocation document. F&A is working with Huron Consulting to develop a new budget model to be implemented fiscal year 2021. A newly drafted University Budgets Policy was approved by the University Policies and Procedures Committee on June 26, 2020 and forwarded to the President for his approval and signature.	A newly drafted University Budgets Policy was approved by the University Policies and Procedures Committee on June 26, 2020 and forwarded to the President for his approval and signature.	Completed	June-20
21	Association of Governing Boards	AGB January 17, 2019 Memo	The UCF budget should be developed with appropriate engagement of the Board through its Finance Committee as institution priorities are being shaped with a focus on the strategic plan of the University.	Medium	BOT & Staff Interaction	CFO	Joseph Trubacz	Finance and Facilities Committee	Annual budgets for the university and DSOs were presented at the June 2019 BOT meeting. Going forward, UCF will need to determine budget approval workflow including use of various internal committees such as the Budget Committee and how the BOT will be involved in the decision making process prior to formal presentation of the proposal. F&A is working with Huron Consulting to develop a new budget model to be implemented fiscal year 2021. A newly developed Board Policy for University Operating, Carryforward, and Capital Outlay Budgets was approved by the Board of Trustees on June 18, 2020.	A newly developed Board Policy for University Operating, Carryforward, and Capital Outlay Budgets was approved by the Board of Trustees on June 18, 2020.	Completed	June-20
33	Auditor General	Florida Auditor General January 4, 2019 Report	Document the BOT approval of any auxiliary fund deficit fund balances that were caused by restoration of the E&G funds and provide such documentation to the BOG.	Medium	Internal Control Redesign & Process Enhancements	CFO	Dennis Crudele	Finance and Facilities Committee	Documentation to be reviewed and approved during upcoming Board meetings	UCF's response to the Auditor General included the following paragraph on page 17: In terms of auxiliary balances addressed in this finding, as permitted by BOG Regulation 9.013, Auxiliary Operations, UCF has determined that its auxiliary services will be self-supporting in the aggregate, and not on an individual basis Accordingly, an auxiliary operation had a temporarily deficit fund balance due to the timing of when the correcting journal entries were posted; however, at no time was there a deficit in the collective fund balance for all auxiliary operations.	Completed	July-19

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48	Auditor General	Florida Auditor General January 4, 2019 Report	Enhance procedures to ensure and demonstrate that E&G carryforward funds are only used for authorized purposes. Such enhancements may include appropriate training to ensure that University management responsible for approving the use of E&G funding understand the restrictions for such use and documenting support for allowable uses of the funding.	Medium	Training & Awareness	CFO	Joseph Trubacz	Finance and Facilities Committee	Training will be developed and provided to budget and finance decision makers to ensure E&G carryforward funds are used for authorized purposes. Working with other SUS institutions, F&A is developing funds use guidelines that will be posted on F&A's website. Training materials and guidelines will be developed with a timeline for implementation by June 2020. Training on the proper use of funds was provided to the BOT on 5/17/19 and to university VPs and Deans on 5/31/19. Guidelines have been drafted and will be posted on a newly developed website with the implementation of the Expenditure of University Funds policy once approved. The Expenditure of University Funds Policy was approved by the University Policies and Procedures Committee on April 30 and forwarded to the President for his approval and signature. Corresponding Expenditure Guidelines were posted on the F&A website.	The approval of the Expenditure of University Funds Policy and corresponding Expenditure Guidelines posted to the F&A website satisfies this corrective action item. This action item had a proposed completion date in June 2020 but was completed in May, 2020.	Completed	May-20
42	Board of Governors	Board of Governors January 31, 2019 Audit and Compliance Committee Meeting	Develop a policy for the authorization of funds, which is approved the President, CFO, Legal, and Board of Trustees. NOTE ***This was not a recommendation from the BOG. Marchena/Pres Whittaker informed them that this was an action we were taking.	Medium	Policies & Procedures	CFO	Dennis Crudele	Finance and Facilities Committee	To be included in Board Operating Procedures 2. This commitment refers to the policy on capital projects. Upon further review it was determined that this had already been satisfied by the Board of Trustees Policy titled Capital Projects Funding Certification implemented in September 2018.	Board of Trustees Policy titled Capital Projects Funding Certification was established by the Board in September 2018 and posted to the BOT website. There is no further action required.	Completed	November-19
43	Board of Trustees	Board of Trustees January 24, 2019 Meeting	Office of the General Counsel, Compliance, Ethics and Risk Office, and Internal Audit will develop updated policies and procedures for the board's consideration to further ensure proper use of state appropriated E&G funds.	Medium	Policies & Procedures	CFO	Joseph Trubacz	Finance and Facilities Committee	F&A will consult with the Office of the General Counsel, Compliance, Ethics and Risk Office, and Internal Audit to develop updated policies and procedures to further ensure proper use of state appropriated E&G funds. An Expenditure of University Funds policy has been drafted and is currently under review. The Expenditure of University Funds Policy was approved by the University Policies and Procedures Committee on April 30 and forwarded to the President for his approval and signature. Corresponding Expenditure Guidelines were posted on the F&A website.	The approval of the Expenditure of University Funds Policy and corresponding Expenditure Guidelines posted to the F&A website satisfies this corrective action item. This action item had a proposed completion date in June 2020 but was completed in May, 2020.	Completed	May-20
37	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should develop, as a supplement to the budgeting documents and reports required to be submitted to the BOT and/or BOG by Florida law and BOG regulations, a clear and consistent reporting package to be presented to the BOT on a periodic basis, designed to appropriately inform the Board regarding the funding of capital projects.	Medium	Monitoring Post-Transaction Activities	CFO	Joseph Trubacz	Finance and Facilities Committee	Budget reporting templates were developed and presented to the Finance and Facilities Committee (FFC) on September 18, 2019 and full BOT on September 19. Adjustments were made and resubmitted to the FFC at October 16, 2019 meeting and then presented to the BOG Facilities Committee on October 30, 2019. A board policy/procedure that outlines the final budget reporting package and frequency for submitting to the BOT and BOG will be developed and presented for Board approval. A newly developed Board Policy for University Operating, Carryforward, and Capital Outlay Budgets was approved by the Board of Trustees on June 18, 2020.	A newly developed Board Policy for University Operating, Carryforward, and Capital Outlay Budgets was approved by the Board of Trustees on June 18, 2020.	Completed	June-20

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44	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The University should require F&A to consult with the University's General Counsel, Compliance, Ethics, and Risk Office, Internal Audit, and the BOG, as appropriate, to develop specific written policies and procedures designed to reasonably ensure the proper use of state-appropriated E&G funding. These policies and procedures should, at a minimum, clearly identify those persons and/or bodies within the university with responsibility to approve and oversee expenditures of E&G.	Medium	Policies & Procedures	CFO	Joseph Trubacz	Finance and Facilities Committee	F&A will consult with the University's General Counsel, Compliance, Ethics, and Risk Office, Internal Audit, and the BOG, as appropriate, to develop specific written policies and procedures designed to reasonably ensure the proper use of state-appropriated E&G funding. These policies and procedures will, at a minimum, clearly identify those persons and/or bodies within the university with responsibility to approve and oversee expenditures of E&G. An Expenditure of University Funds policy has been drafted and is currently under review. The Expenditure of University Funds Policy was approved by the University Policies and Procedures Committee on April 30 and forwarded to the President for his approval and signature. Corresponding Expenditure Guidelines were posted on the F&A website.	The approval of the Expenditure of University Funds Policy and corresponding Expenditure Guidelines posted to the F&A website satisfies this corrective action item. This action item had a proposed completion date in June 2020 but was completed in May, 2020.	Completed	May-20
45	Bryan Cave Investigation	Bryan Cave January 17, 2019 Report	The policies and procedures should also describe the documentation necessary to support certain funding-related requests, such as budget transfer requests above a certain threshold, and provide clear instructions to employees charged with the responsibility to approve such requests.	Medium	Policies & Procedures	CFO	Joseph Trubacz	Finance and Facilities Committee	F&A will consult with the University's General Counsel, Compliance, Ethics, and Risk Office, Internal Audit, and the BOG, as appropriate, to develop specific written policies and procedures designed to reasonably ensure the proper use of state-appropriated E&G funding. These policies and procedures will also describe the documentation necessary to support certain funding-related requests, such as budget transfer requests above a certain threshold, and provide clear instructions to employees charged with the responsibility to approve such requests. The drafted Expenditure of University Funds policy with corresponding guidelines include a description of the documentation necessary to support certain funding-related requests and provides clear instructions to employees charged with the responsibility to approve such requests. The Expenditure of University Funds Policy was approved by the University Policies and Procedures Committee on April 30 and forwarded to the President for his approval and signature. Corresponding Expenditure Guidelines were posted on the F&A website.	The approval of the Expenditure of University Funds Policy and corresponding Expenditure Guidelines posted to the F&A website satisfies this corrective action item. This action item had a proposed completion date in June 2020 but was completed in May, 2020.	Completed	May-20
46	Public Integrity and Ethics Committee	Public Integrity and Ethics Committee March 14, 2019 Report	All SUS leadership should jointly search for best practices in budgeting and accountability. Each Board of Trustees should adopt policies to ensure adherence to budget and planning laws and regulations.	Medium	Policies & Procedures	CFO	Joseph Trubacz	Finance and Facilities Committee	Budget reporting templates were developed and presented to the Finance and Facilities Committee (FFC) on September 18, 2019 and full BOT on September 19. Adjustments were made and resubmitted to the FFC at October 16, 2019 meeting and then presented to the BOG Facilities Committee on October 30, 2019. A board policy/procedure that outlines the final budget reporting package and frequency for submitting to the BOT and BOG will be developed and presented for Board approval. A newly developed Board Policy for University Operating, Carryforward, and Capital Outlay Budgets was approved by the Board of Trustees on June 18, 2020.	A newly developed Board Policy for University Operating, Carryforward, and Capital Outlay Budgets was approved by the Board of Trustees on June 18, 2020.	Completed	June-20
55	Accenture	Accenture January 17, 2019 Report	Customer Experience & Employee Satisfaction Surveys - As part of promoting a performance oriented culture, A&F would benefit from an employee satisfaction survey. These surveys could be conducted every 2-3 years at a low cost (given the value) with small, dedicated internal teams taking actions to address the survey findings.	Low	Culture, Ethics, & Governance	CFO	Dennis Crudele	Finance and Facilities Committee	The Division of Finance will consider use of periodic employee satisfaction surveys.	A&F considered the use of periodic satisfaction surveys and determined that the existing process to survey satisfaction with services is accomplished by 'Procurement Services' and F&A's email signature blocks that solicit feedback. A&F considers this action item completed. Original completion date was for June 2020 but has been changed to reflect November 2019 completion.	Completed	November-19

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57	Accenture	Accenture January 17, 2019 Report	Benchmarking of A&F Services for Efficiency & Effectiveness - UCF has the opportunity to establish a new culture of performance. Benchmarking cost and quality of transaction processing areas in Finance, Procurement, HR, IT and Facilities would provide UCF with a fact based approach to staffing and performance improvement.	Low	Internal Control Redesign & Process Enhancements	CFO and COO	Joseph Trubacz and Misty Shepherd	Finance and Facilities Committee	The Division of Finance and the Division of Administration will benchmark transaction processing in areas such as Finance & Accounting, Procurement, Facilities, Police, and HR and will use this information to reassess staffing needs in those units. Division of Finance gathered professional staffing and audited expenditure data from SUS peer institutions and the University Innovation Alliance to determine the efficiency and effectiveness of staffing. Improvements were identified and are in progress. Separate benchmarking efforts by the Administration Division for HR, Facilities, and Police have been conducted. UCFPD participated in a BOG request in early 2020 with all SUS which identified opportunities. Facilities contracts with an independent consultant every year, Sightlines, which provides benchmarking against SUS peers as well as southern region schools of similar size and stature. The 2020 report was just finalized and shared with the President. HR benchmarking was conducted both through Huron ERP pre-launch process as well as against SUS partners and peer institutions; that work continues. UCF's IT governance is addressed separately by the BOT Emerging Issues taskforce (see the related April 23, 2020, BOT agenda item).	Division of Finance gathered professional staffing and audited expenditure data from SUS peer institutions and the University Innovation Alliance to determine the efficiency and effectiveness of staffing. Improvements were identified and are in progress. Separate benchmarking efforts by the Administration Division for HR, Facilities, and Police have been conducted. UCFPD participated in a BOG request in early 2020 with all SUS which identified opportunities. Facilities contracts with an independent consultant every year, Sightlines, which provides benchmarking against SUS peers as well as southern region schools of similar size and stature. The 2020 report was just finalized and shared with the President. HR benchmarking was conducted both through Huron ERP pre-launch process as well as against SUS partners and peer institutions; that work continues. UCF's IT governance is addressed separately by the BOT Emerging Issues taskforce (see the related April 23, 2020, BOT agenda item).	Completed	June-20
18	Association of Governing Boards	AGB May 15, 2019 Report	Committee support: Staff who support specific committees should consult with the committee chairs about the content and relevant strategic issues well in advance of finalizing agendas.	Medium	BOT & Staff Interaction	General Counsel	Scott Cole	Governance Committee	To be included in Board Operating Procedures 1.	Approved at July BOT Meeting.	Completed	July-19
20	Association of Governing Boards	AGB May 15, 2019 Report	Staff development: Since many of the staff are new in their positions, they should engage in professional development focused on accepted best practices as soon as practicable. A major goal of this developmental process would be to clarify the board's role as the highest governing authority at UCF and the staff's role in supporting the work of the board.	Medium	BOT & Staff Interaction	Board Office	Janet Owen	Governance Committee	In April 2019, the board relations team in the Office of the President attended the Association of Governing Boards Workshop for Board Professionals. The team has also completed the AGB online training modules. The Board Office staff will attend AGB's 2020 Workshop for Board Professionals and share highlights from the conference with committee support staff. The board relations team in the Office of the President also attended the May 2019 BOT retreat with AGB and BOG representatives. Board Office staff participated in the virtual version of AGB's Workshop for Board Professionals in April 2020 and continue to engage in conversations with peers regarding best practices for board governance in higher education. The board-staff relationship will continue to be articulated by a new President and his expectations for interacting with the Board.	The Board Office completed training in 2019 and 2020 and continues to engage in conversations with peers regarding best practices for board governance in higher education. This action plan item is now considered completed with the understanding that training is ongoing and will continue annually.	Completed	April-20

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22	Association of Governing Boards	AGB May 15, 2019 Report	Leadership role of the chair: There is wisdom in the first and last word in the description of the chair as "first among equals." The chair is the leader of the board, is the sole official spokesperson for the board, and symbolizes through discourse and demeanor the seriousness and importance of the board. Board members should keep in clear focus that the board is a single entity as distinct from a body of separate voices. Nevertheless, with the exception of specific authority noted in the bylaws such as naming members of committees and committee chairs, the board chair has only one vote just like other members. Board members who fail to respect the role of the chair especially as the public spokesperson for the board and the controller of the time for debate during board discussions render the board less effective. The BOT should consider following the lead of high-performing boards in taking time to develop 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. (See Appendix C for The Ten Habits of Highly Effective Boards.)	Medium	Culture, Ethics, & Governance	Board Office	Janet Owen	Governance Committee	A draft statement of expectations for the Board was reviewed by the Nominating and Governance Committee at its October 22, 2019 meeting. The statement was then presented to the full board for adoption at the November 14, 2019 meeting.	The Board of Trustees Statement of Expectations approved by the BOT on November 14, 2019 satisfies this recommendation.	Completed	November-19
24	Association of Governing Boards	AGB May 15, 2019 Report	Governance Committee/Taskforce on Governance Reform: 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. However, to give the governance reform work the energy and attention it deserves, consideration should be given to a special task group charged (during a three-month time frame) with implementing, assessing progress on, and reporting regularly to the board on accomplishment of specific reforms. (See Appendix A for a checklist of topics meriting governance committee oversight.)	Medium	Culture, Ethics, & Governance	Board Office	Janet Owen	Governance Committee	This recommendation will be lead by the Board of Trustees and Board Chair. In June 2019, the BOT chair directed the Audit and Compliance Committee to track and monitor post investigation recommendations from all sources. The committee could also recommend a taskforce of trustees assume this responsibility, or that a taskforce review certain categories of recommendations. At the October 22, 2019 meeting, the Nominating and Governance Committee discussed changing the name of the committee to the 'Governance Committee' to better reflect the work the committee is performing. The request to approve the name change was brought before the full Board on November 14, 2019 for approval.	The Board approved changing the name of the Nominating and Governance Committee to the 'Governance Committee' and approved the revised charter which reflects the change in the work the committee is performing. This satisfies this recommendation.	Completed	November-19
25	Association of Governing Boards	AGB May 15, 2019 Report	Board self-assessment: A high-functioning board is composed of members who make service to the institution and its effectiveness in fulfilling its public mission their top priority. Willingness to engage in a regular self-assessment is a sign of commitment to this fiduciary standard. Board self-assessment is also required of Florida institutions by the regional accrediting body—as regional accreditors are demonstrating a focus on board governance among their periodic reviews. An annual retreat that includes self-appraisal, as well as discussion of strategic topics is highly recommended, as are more frequent checks on board performance, its working relationship with the president and staff, as well as the functioning of committees and similar topics. The UCF conflict of interest policy is adequate but relies heavily on self-reporting of conflicts or potential conflicts. It would be greatly strengthened by adherence to the best practices described in the AGB Board of Directors' Statement on Conflict of Interest with Guidelines on Compelling Benefit issued in 2013. (See Appendix D for more information.) A fully functioning governance committee should assume responsibility for structuring a process of board and trustee assessment and conflict of interest oversight.	Medium	Culture, Ethics, & Governance	Board Office	Janet Owen	Governance Committee	This recommendation will be lead by the Board of Trustees and Board Chair; however many good examples of board self assessment processes exist which the Board could model, including AGB and the UCF Foundation. The same is true for conflict of interest reporting. The Governance Committee could request examples of both for discussion at an upcoming meeting. The Board Office staff are meeting with the Sr. Associate Provost and SACSCOC Liaison, the Director and Assistant Director for Academic Compliance on October 24, 2019 to discuss the SACSCOC requirements for board self-assessment. Additionally, the Board Office has collected self-assessment survey questions from the UCF Foundation and other institutions. Consider adding specific responsibility for the development of board self-assessment tools to the Governance Committee Charter. The self-assessment framework, COI policy, and new trustee orientation plan was presented to the Governance Committee during the June 17 meeting and approved. Those items were then advanced to the full board for adoption and were approved during the full board meeting on June 18.	The self-assessment framework, COI policy, and new trustee orientation plan was presented to the Governance Committee during the June 17 meeting and approved. Those items were then advanced to the full board for adoption and were approved during the full board meeting on June 18.	Completed	June-20

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Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Action Plan Completion	Status	Completion Date
41	Association of Governing Boards	AGB May 15, 2019 Report	Recording minutes: The minutes of board and committee meetings became much more detailed during the course of 2018. However, the appropriate board committee and staff should develop guidelines to ensure that minutes present a full and accurate report on board and committee deliberations and actions.	Medium	Policies & Procedures	General Counsel	Scott Cole	Governance Committee	To be included in Board Operating Procedures 1.	Approved at July BOT Meeting.	Completed	July-19
47	Association of Governing Boards	AGB May 15, 2019 Report	Board orientation and development: Orienting new members and reorienting longer-serving trustees is a standard best practice to enable newer board members to add value more quickly and the veterans to update their working awareness of the scope and limits of effective board responsibility and governance. A sound orientation program avoids the "drinking from a fire hose syndrome" just as it provides all of the relevant information a new member needs or requests. An ongoing development program polls members on their interests and proposes special workshops on the compelling issues for boards now and in the foreseeable future. Topics could well include technology and educational effectiveness, predictive analytics and student achievement, the evolving nature of the student body, maximizing athletics as a university asset, as well as such areas of risk as Title IX violations, cybersecurity, et cetera. As of the date of the drafting of this report, UCF has made AGB's online board orientation program available to all members of the UCF BOT.	Medium	Training & Awareness	Board Office	Janet Owen	Governance Committee	A draft orientation plan is nearing completion. This plan would have new trustees participate in a full day (or two half day) sessions with administration, deans, faculty, staff and students and provide a rich history of UCF and its goals, as well as the governance and fiduciary requirements from the AGB, BOG and BOT retreat. This plan would also include regular, ongoing trustee education and training on strategic issues throughout the year. The new board meeting format allows and welcomes these opportunities. Three Trustees have been onboarded with the newly developed BOT Orientation Agenda. The agenda was built to compliment the AGB orientation, BOG orientation, and continuing education the Trustees now receive with the new meeting format. The self-assessment framework, COI policy, and new trustee orientation plan was presented to the Governance Committee during the June 17 meeting and approved. Those items were then advanced to the full board for adoption and were approved during the full board meeting on June 18.	The self-assessment framework, COI policy, and new trustee orientation plan was presented to the Governance Committee during the June 17 meeting and approved. Those items were then advanced to the full board for adoption and were approved during the full board meeting on June 18.	Completed	June-20
50	Association of Governing Boards	AGB May 15, 2019 Report	In advance of meetings: Staff should arrange to discuss the agenda and materials in advance with the board chair and committee chairs to ensure the clarity and adequacy of the information provided.	Medium	Transparency & Pre-Approvals	General Counsel	Scott Cole	Governance Committee	To be included in Board Operating Procedures 1.	Approved at July BOT Meeting.	Completed	July-19
51	Association of Governing Boards	AGB May 15, 2019 Report	Full disclosure: Prior to distributing materials, the president, senior legal counsel, and chief of staff along with other staff as appropriate should meet to discuss and confirm the completeness and accuracy of materials. The president should confirm in writing that to the best of his knowledge the materials disclose all relevant information, including legal issues and requirements, needed for board deliberations and action.	Medium	Transparency & Pre-Approvals	General Counsel	Scott Cole	Governance Committee	To be included in Board Operating Procedures 1.	Approved at July BOT Meeting.	Completed	July-19
52	Association of Governing Boards	AGB May 15, 2019 Report	Governance in the sunshine: Florida's embracive open meetings and records requirements mean that nearly all board discourse be open to the public. Board meetings at an institution as prominent as UCF attract broad attention from internal stakeholders, the media, and the public at large. The Trevor Colbourn Hall controversy magnifies this attention. In this environment, board members must develop the habit of openly and freely discussing serious strategic and occasionally divisive topics in public. Sticking to noncontroversial items or discussing serious matters superficially will not serve the board or the public. Given the recent spate of negative publicity, the board should not be concerned about a few more headlines about it tackling difficult topics.	Low	BOT & Staff Interaction	Board Office	Janet Owen	Governance Committee	This recommendation will be lead by the Board of Trustees and Board Chair; however it can be achieved by articulating a "Statement of Expectations" to guide individual and collective behavior. In terms of transparency, board meetings will be livestreamed beginning in July 2019. A draft statement of expectations will be reviewed by the Nominating and Governance Committee at its October 22, 2019 meeting. The statement will then be presented for full board adoption at the November 14, 2019 meeting. Additionally, the activation of an Executive Committee has allowed the board to focus on areas where the university has made a significant investment of resources and proactively engage a Trustee in working with staff to evaluate current strategies. The assigned Trustee is responsible to the board for providing regular updates and recommendations on the respective task force or area of focus.	The Board of Trustees Statement of Expectations approved by the BOT on November 14, 2019 satisfies this recommendation.	Completed	November-19

Pending Recommendation List

Post Investigation Action Plan - Includes all updates since February 13, 2020

Closed as of June 30, 2020

Item #	Summary Source	Source Detail	Recommendation	Risk Rating	Theme	Responsible Office	Responsible Person	Responsible BOT Committee	Action Plan	Action Plan Completion	Status	Completion Date
54	Association of Governing Boards	AGB May 15, 2019 Report	Staff responsibilities to the board: Develop a concise statement of the staff's role in supporting the board's governance authority and responsibilities to include attention to the completeness and transparency of materials provided to the board.	Low	BOT & Staff Interaction	General Counsel	Scott Cole	Governance Committee	To be included in Board Operating Procedures 1.	Approved at July BOT Meeting.	Completed	July-19
65	Board of Governors	Board of Governors January 31, 2019 Audit and Compliance Committee Meeting	Develop a policy for the BOT to verify agenda items that are supported by statute. NOTE: ***This was not a recommendation from the BOG. President Whittaker informed them that this was an action we were taking.	Low	Transparency & Pre-Approvals	General Counsel	Scott Cole	Governance Committee	To be included in Board Operating Procedures 1.	Approved at July BOT Meeting.	Completed	July-19
34	Board of Governors	Board of Governors January 31, 2019 Budget Committee and Full Board Meetings	Expand the Bryan Cave investigation to address all E&G misuses (paid for by UCF), review the UCF Strategic Plan, BOG Budget and Finance Committee to review UCF reserves, and review with the UCF BOT of its fiduciary responsibilities.	Medium	Internal Control Redesign & Process Enhancements	Board Office	Janet Owen	Board Chair	Investigation completed in August. The BOG provided a template to all universities for presenting their capital outlay budget. On September 18, 2019, the Finance and Facilities Committee reviewed and approved the capital outlay budget in the new template provided by the Board of Governors. This budget was approved by the full board on September 19, 2019. UCF's 2019-2020 Carryforward spending plan and fixed capital outlay budgets were approved by the BOG Budget and Finance Committee on Oct. 3, 2019. A budget workshop was held on November 20, 2019 where Trustees received presentations on the current budget model, budget redesign, and revised allocation process. Additionally, Trustees received a briefing on the internal loans as of June 30, 2019, planned restoration for FY2020, and payback/reimbursement plan as a result of the 8.22.19 Bryan Cave report to the BOG. To allow for additional discussions between the Board Chair and Chancellor, the target completion date remains, December 2019.	All action plan items completed. Chair Seay will continue to work with the BOG Chair and Chancellor regarding the repayment plan.	Completed	December-19

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** University of Central Florida 2020 Florida Equity Report

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**Background:**

Florida Board of Governors regulation 2.003 (5) and (7), Equity and Access, requires the following:

(5) Reporting and Monitoring. Each university shall prepare an annual Florida Equity Report in accordance with this regulation and reporting guidelines established by the Board of Governors Office.

(a) At a minimum, the university's equity report must include information on the institution's progress in implementing strategic initiatives and performance related to equity and access as they pertain to academic services, programs, and student enrollment; equity in athletics; and employment.

(b) Each university's equity report shall assess sex equity in athletics, as well as representation by race and sex in student enrollment, senior-level administrative positions, and by faculty rank and/or tenure status.

1. Annual goals shall be developed and included in the equity report to address each area of under-utilization. For each year in which prior year goals were not achieved, each university shall provide a narrative explanation and a plan for achievement of equity.

(c) Each equity report shall include a Web citation of the university's non-discrimination policy adopted by its university board of trustees.

(d) Such reports are to be submitted to the Board of Governors Office by July 1 of each year pursuant to the requirements of this regulation and guidelines distributed by the Board Office for each reporting period.

(e) Each university board of trustees or designee shall approve the annual Florida Equity Report for its institution prior to submission to the Board of Governors Office

(f) The Board of Governors Office shall annually assess the progress of each university's plan and advise the Board of Governors and the Legislature regarding compliance.

(7) Each university shall develop a budget plan to support attainment of the university's goals as outlined in its equity plan in accordance with state and federal law.

**Issues to be Considered:**

The annual Florida Educational Equity Act report encompasses enrollment, gender equity in athletics, and employment as required by statute. Each university Equity Officer is responsible for preparing the report for approval by its Board of Trustees and the university president, and submitting the report to the Florida Board of Governors annually. The University of Central Florida's Office of Institutional Equity (OIE) prepares the Florida Equity Report annually to fulfill this state requirement. OIE requests approval of UCF's 2020 Florida Educational Report by the Board of Trustees to allow for submission of the report to the Florida Board of Governors.

**Alternatives to Decision:**

N/A



**Fiscal Impact and Source of Funding:**

Approval of UCF's 2020 Florida Equity Report does not result in a financial cost to the university.

**Recommended Action:**

Approval of the Annual University of Central Florida 2020 Florida Equity Report as required by law.

**Authority for Board of Trustees Action:**

Florida Educational Equity Act (§1000.05, Fla. Stat.) and the Florida Board of Governors' Equity Regulation 2.003 Equity and Access (5)(e).

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

N/A

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

Chair Joseph Conte has approved adding this item to the agenda.

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**Submitted by:**

Rhonda L. Bishop, Vice President for Compliance and Risk

Nancy Fitzpatrick Myers, Director Office of Institutional Equity

**Supporting Documentation:**

Attachment A: University of Central Florida 2020 Florida Equity Report

**Facilitators/Presenters:**

Nancy Fitzpatrick Myers, Director Office of Institutional Equity



# Florida Equity Report

Enrollment, Sex Equity in Athletics, and Employment  
Report Year: 2020

## University of Central Florida

Data Year: July 1, 2018 – June 30, 2019

Approved by University Board of Trustees: August 20, 2020

Alexander Cartwright, President:

\_\_\_\_\_  
Signature

Date approved by University President: \_\_\_\_\_

Submitted by:  
Nancy Fitzpatrick Myers, Director  
University of Central Florida  
Office of Institutional Equity  
12701 Scholarship Drive, Suite 101  
Orlando, FL 32816-0030  
(407) 823-1336  
[oiie@ucf.edu](mailto:oiie@ucf.edu)

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

**2020 Florida Educational Equity Act Report  
University of Central Florida  
Data Year 2018-2019**

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**ATTACHMENTS**

- A. Division of Student Development and Enrollment Services 2018-19 Equity Report
- B. UCF's *Let's Be Clear* Website Samples
- C. President's Statement
- D. Office of Multicultural Academic and Support Services Program 2018-19 Report

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**Part I: Executive Summary**

The annual Florida Educational Equity Act report encompasses enrollment, gender equity in athletics, and employment as required by statute. Each university Equity Officer is responsible for preparing the report for approval by its Board of Trustees and the University President, and submitting the report to the Florida Board of Governors annually. The University of Central Florida's Office of Institutional Equity (OIE) prepares the Florida Equity Report annually to fulfill state requirements. These include provisions within the Florida Educational Equity Act (§1000.05, Fla. Stat.) and the Florida Board of Governors' Equity Regulation 2.003 Equity and Access. The report includes information on the University's progress in implementing strategic initiatives and performance related to equity and access in student enrollment, athletics, and employment. The data focuses on women and members of specified race/ethnic protected classes or underrepresented minority groups. Beginning with Summer 2010, Integrated Post-Secondary Education Data System (IPEDS) terminology for these classes was used for reporting. The classes are:

- Black or African American (B),
- Hispanic (H),
- Asian (A),
- Native Hawaiian or Other Pacific Islander (NH/OPI),
- American Indian/Alaska Native (AI/AN), and
- Two or More Races ( $\geq$  Two).

Data on Whites (W) and Non-Resident Aliens (NRA) are also included in the tables provided in this report.<sup>1</sup> This 2020 Florida Equity Report covers fiscal year 2018 – 2019.

**A. Description of Plan Development**

The Office of Institutional Equity coordinated and compiled the data included in this report from officials in the University's Office of the Provost, Faculty Excellence, Student Development and Enrollment Services, Department of Human Resources, Division of Administration and Finance, UCF Athletic Association, Inc., and Institutional Knowledge Management. Data collected includes information regarding women and members of specified race and ethnic protected classes, including IPEDS data. Prior to submission to the Board of Governors, the data was reviewed by the President and the Board of Trustees of UCF.

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<sup>1</sup> Non-resident alien is defined by IPEDS as a person who is not a citizen or national of the United States but who has been admitted as a legal immigrant for the purpose of obtaining permanent resident alien status (and who holds either an alien registration card (Form I-551 or I-151), a Temporary Resident Card (Form I-688), or an Arrival-Departure Record (Form I-94) with a notation that conveys legal immigrant status such as Section 207 Refugee, Section 208 Asylee, Conditional Entrant Parolee or Cuban-Haitian).

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**B. Summary of Institutional Progress**

**Policies and Procedures in Support of Equity (Part II)**

In 2017-2018, UCF reviewed its policies and procedures related to non-discrimination and compliance with Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, the Pregnancy Discrimination Act, the Americans with Disabilities Act, Sections 504 and 508 of the Rehabilitation Act, the Age Discrimination in Employment Act of 1967, the Age Discrimination Act of 1975, the Genetic Information Nondiscrimination Act of 2008, and the Florida Civil Rights Act of 1992. As set forth in the 2018 and 2019 Florida Equity Reports, this resulted in the development of the University's *Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy, No. 2-004.1*, as well as the review and update of Regulations UCF-3.001 (*Non-Discrimination; Affirmative Action Programs*), UCF-3.0134 (*Complaints and Grievances Alleging Discrimination, Discriminatory Harassment or Retaliation*), and UCF-5.020 (*Religious Observances*) to reflect consistent language among UCF's regulations, policies and procedures. The updated regulations were approved by the Board of Trustees on October 26, 2017. The policy and regulations remained in effect for 2018-2019.

**Academic Program Reviews (Part III)**

The UCF's Institutional Knowledge Management office provided data and quantitative tables for 2018-2019 to illustrate the University's status in enrollment, retention/graduation rates and completions (Part III Tables 1-8). The following are some highlights of that data:

- Gender:
  - For First Time in College (FTIC) enrollment, female enrollment for 2018-19 was 54%, which was consistent with the prior year's data. Enrollment for fulltime transfers was consistent with prior years with a total enrollment of 58% female.
  - The overall retention rate for full time FTICs after one year increased from 90.4% to 91.5%. The retention rates for full time FTICs after one year increased for both males and females. Specifically, for female students, the retention rate increased from 91.3% to 92.2%. For male students, the retention rate increased from 89.4% to 90.6%. Also, the overall graduation rate after six years slightly decreased from 72.4% to 72.2%. The graduation rate increased for female students (76.5% to 77.6%), but decreased for male students (67.6% to 65.7%).
  - Similar to last year's report, female students continued to obtain a higher percentage of Bachelor's degrees (58%), Master's degrees (62%), and First Professional degrees (55%). With regard to Doctoral degrees, 41% were earned by female students, which was less than the percentage awarded in 2013-14 (45%).

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- *Racial and Ethnic Diversity:*
  - Enrollment of FTIC underrepresented students in Fall 2019 was 48.1%, which was a slight increase from Fall 2018 (47.3%). Transfer enrollment data for 2018-19 was consistent with last year's data of 52.9%.
  - With regard to retention rates for full time FTICs after one year, the data was consistent with the last three report years in that Asian students were retained at a higher rate (92.4%) than the overall retention rate (91.5%). For the second straight year, Black students were retained at a higher rate (91.7%) than the overall retention rate. For Fall 2019, Native Hawaiian/Other Pacific Islander students, Non-Resident Alien students, and students whose identities were unknown were retained at a higher rate than the overall retention rate (100%, 93.8% and 94%, respectively). With regard to the overall graduation rate after six years (72.2%), five of the protected categories exceeded the overall graduation rate – namely, American Indian/Alaskan Native students (83.3%), Native Hawaiian/Other Pacific Islander students (80%), Unknown students (77.8%), Asian students (74.5%), and White students (73.2%).
  - Underrepresented students received 49% of Bachelor's degrees, 45% of Master's degrees, 55% of Doctoral degrees, and 36% of First Professional degrees.

*Goals & Results:*

For the 2018-2019 academic year, the university's goal was to maintain or increase underrepresented member degrees at all levels, and increase underrepresented members obtaining First Professional Degrees. With regard to Bachelor's degrees, UCF achieved its goal. UCF remained consistent with 58% being earned by female students and 49% being earned by underrepresented categories. Among the racial and ethnic categories, they were relatively consistent with the percentages set forth in last year's report. Notably, the number of degrees awarded increased for students who identified as two or more races, Hispanic, or Black.

With regard to Master's Degrees, UCF achieved its goal. UCF remained consistent with 62% of Master's Degrees being earned by female students. With regard to racial and ethnic diversity compared to last year's data, there were slight changes regarding most of the individual races/ethnicities with no notable increases or decreases. Approximately 45% of the Master's degrees were earned by individuals in underrepresented categories. With regard to Doctoral Degrees, UCF did not achieve its goal as to female students but maintained 55% with racial and ethnic diversity. As to female students, the percentage of degrees awarded decreased from 43% to 41%. With regard to First Professional Degrees, UCF achieve its goal in that it maintained its percentage of 36% for underrepresented categories, increased the percentage of degrees awarded to females from 51% to 55, and increased the number of degrees to underrepresented students by one (58 to 59).

*Goals for 2019-2020:* Maintain or increase underrepresented member degrees at all levels, and increase underrepresented members obtaining First Professional Degrees.

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**Gender Equity in Athletics (Part IV)**

The University of Central Florida evaluated the eleven elements of equity requested. Data for 2018-2019 demonstrated the following:

- The university was compliant with regard to student-athlete participation. Specifically, the 2018-19 female undergraduate enrollment was 54% and the female athletics participation ratio was 54%.
- For the 2018-19 academic year, all sports were funded at the NCAA maximum limits per sport. The university was compliant with regard to student-athletes' scholarships. Specifically, the unduplicated female student-athletes ratio was 49% and these students received 48% of the scholarship funding (\$3,683,884). The unduplicated male student-athletes ratio was 51% and these students received 52% of scholarship funding (\$3,927,760). Since the scholarship offerings are within a 1% variance, they are compliant.
- Resources allocated for women's sports programs are comparable to their male counterparts. Both men's and women's programs are provided with all the necessary resources to be competitive nationally.

For the 2018-2019 academic year, the university's goal was to continue with the upgrading of locker room spaces for Men's and Women's Soccer, Football, Volleyball and Track and Field. Due to delays caused by COVID19, these upgrades were not completed in Spring 2020 and are expected to be completed by the end of 2020.

Goals for 2019-20: Complete upgrade to locker room spaces for Men's and Women's Soccer, Football, Volleyball and Track and Field by the end of 2020.

**Employment Representation (Part V)**

The UCF's Institutional Knowledge Management office provided data and quantitative tables to illustrate the university's status in faculty/staff compositions (Part V Tables 1-4). The University of Central Florida increased the number of tenured faculty members during 2018-19 (682 to 700), including the number of female faculty from 219 to 222. However, the percentage of tenured female faculty members decreased from 32.1% to 31.7%, which barely exceeded peer data of 31.2%. Accordingly, UCF will retain its goal of increasing female tenured faculty members.

With regard to racial and ethnic diversity, there was a decrease in the number of Black tenured faculty (30 to 28). Three categories remained the same, and four categories experienced increases in the number of faculty [Non-Resident Alien (8 to 9); Asian (130 to 138); Hispanic (39 to 40); and White (469 to 479)]. When using comparative national standards, the category for tenured Black faculty members was not identified as an area in need of improvement. The peer data demonstrated that the percentage of Black tenured faculty members was 3.1% and UCF data exceeded this at 4%. However, it is important to note that the overall percentage of tenured Black faculty members in 2019 (4%) was less than the percentage in 2014 (5.16%). Moreover, the total number of tenured Black faculty members (28) has changed very little compared to 2014 (27)



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despite the nearly 17% increase in total number of tenured faculty members. Similarly, the overall percentage of tenured Hispanic faculty members in 2019 (5.71%) was less than the percentage in 2013 (6.54%). Accordingly, UCF will retain its goal of increasing Black and Hispanic tenured faculty members.

With regard to tenure-track faculty, although UCF increased the number of tenure-track female faculty from 130 to 151 (40% to 42.4% of the total), comparative national data identified this as an area in need of improvement as the peer data demonstrated that tenure-track female faculty made up 43.8% of the tenure-track faculty members. During 2018-19, UCF experienced an increase in the number of tenure-track faculty members who identified as Black (12 to 16), Asian (49 to 68), and White (174 to 196). UCF experienced a decrease in the number of tenure-track faculty members who identified as Non-Resident Alien and Hispanic. The remaining categories remained the same with regard to the number of faculty members. Compared to 2014, the overall diversity for tenure-track faculty increased from 42% to 51%.

With regard to non-tenure-earning faculty, approximately 56% identified as female. With regard to racial and ethnic diversity, the university increased the number of non-tenure-earning faculty from 560 to 568, and increased the number of faculty that identified as Non-Resident Alien (15 to 16), Black (21 to 23), Asian (34 to 35), and Hispanic (47 to 55).

With regard to management positions, compared to the prior year, UCF decreased the number of management occupations in 2018-19 by 26% (759 to 562). The number of management occupations held by female employees decreased (463 to 293), and female employees' overall percentage of management positions decreased as well (61% to 52%). Compared to 2014, this also was a decrease from 57%. With regard to racial and ethnic diversity, four categories experienced a decrease in the total number of managers – namely, Black (81 to 49), American Indian/Alaskan Native (3 to 2), Asian (33 to 22), Hispanic (91 to 68), and White (543 to 412). The overall diversity for management occupations decreased from approximately 29% to 27%.

Utilizing comparative national standards for management occupations, this year's review indicated that UCF's data related to individuals that identified as female, Asian or Native Hawaiian/Other Pacific Islander was lower than peer data, and thus areas in need of improvement. Specifically, peer data related to female managers demonstrated a percentage of 54.6% whereas UCF's percentage was 52%. Peer data related to Asian managers demonstrates a percentage of 4.4% whereas UCF's percentage is 3.56%. Similarly, peer data related to Native Hawaiian/Other Pacific Islander demonstrates a percentage of 0.2% whereas UCF's percentage was 0.18%.

When using comparative national standards, the category for individuals that identify as Black was not identified as an area in need of improvement as the peer data demonstrated that the percentage of Black managers was 7.8% and UCF data exceeded this at 8.7%. However, it is important to note that the overall percentage of Black managers in 2019 (8.7%) was less than the percentage in 2014 (10.6%). Accordingly, UCF will maintain its goal of increasing the diversity of its executive/administrative/managerial positions.

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Goals for 2019-20: For tenured faculty, increase the number of tenured faculty that identify as female, Black, Hispanic, and Native Hawaiian/Other Pacific Islander. For tenure-track faculty, increase the number of tenure-track faculty that identify as female, as well as maintain or increase the overall diversity percentage for this group (including increasing the number of tenure-track faculty who identify as American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, and two or more races). For non-tenure-earning, increase the overall diversity percentage for this group (including increasing the number of non-tenure-earning faculty who identify as American Indian/Alaskan Native, Asian, and Native Hawaiian/Other Pacific Islander). For executive/administrative/managerial positions, increase the overall diversity percentage for this group (including increasing the number of managers that identify as female, Black, Asian and Native Hawaiian/Other Pacific Islander).

**Protected Class Representation (Part VII)**

Of the 31 total applicants for the tenure granting process, 29 were granted tenure. Twelve female faculty and seventeen underrepresented faculty were granted tenure.

**Promotion and Tenure Committee Composition (Part VIII)**

The table set forth in Part VIII provides information on the extent of diverse participation or involvement of women and ethnic/racial minorities in the promotion and tenure process. For 2018-19, the University Committee was comprised of ten members: seven males, three females, seven White individuals, and three Asian individuals. As to the college committees' composition, consistent with the last two years, the data demonstrated that all college committees had female representation for 2018-19 except for the College of Engineering & Computer Science and the College of Optics & Photonics. Female faculty comprised 28% of the college committees' composition. Also, faculty that identified as White (69%), Asian (18%), Hispanic (10%), Black (2%), and two or more races (2%) were members of these committees.

Overall, of the 337 department committee members, women comprised approximately 31% (104 of 337), which was an increase from 29% last year. Also, 70% identified as White, 21% as Asian, 6% as Hispanic, 3% as Black, and 0.3% as American Indian/Alaska Native. Efforts to obtain diverse representation on committees is continually sought and improvement is expected to continue.

**C. Budget Plan**

The University of Central Florida has maintained resources that support equity goals as set forth in Section IX of this report, as well as the 2018-19 Equity Report submitted by the Division of Student Development and Enrollment Services (Attachment A).

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**Part II: Policies and Procedures in Support of Equity**

The University of Central Florida's Regulations and Policies are available on UCF's Policies and Procedures webpage: <http://policies.ucf.edu/>. The regulations and policies that are specifically formulated to ensure equity at UCF are as follows:

<b>Regulation/Policy</b>	<b>Web Address</b>
UCF-3.001 Non-Discrimination; Affirmative Action Programs	<a href="https://regulations.ucf.edu/chapter3/documents/3.001NonDiscrimAffirmActionsProgramsFINALSep19.pdf">https://regulations.ucf.edu/chapter3/documents/3.001NonDiscrimAffirmActionsProgramsFINALSep19.pdf</a>
UCF-3.0134 Grievances Alleging Discrimination	<a href="https://regulations.ucf.edu/chapter3/documents/3.0134GrievancesAllegingDiscriminationFINAL_July17.pdf">https://regulations.ucf.edu/chapter3/documents/3.0134GrievancesAllegingDiscriminationFINAL_July17.pdf</a>
UCF-5.006 Student Rights and Responsibilities	<a href="https://regulations.ucf.edu/chapter5/documents/5.006StudentsRightsResponsibilitiesfinalJune2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.006StudentsRightsResponsibilitiesfinalJune2020.pdf</a>
UCF-5.007 Student Conduct and Academic Integrity; Scope; Student Conduct Records; Medical Emergencies (Drugs & Alcohol)	<a href="https://regulations.ucf.edu/chapter5/documents/5.007OfficeStudentConductScopefinalMay2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.007OfficeStudentConductScopefinalMay2020.pdf</a>
UCF-5.008 Rules of Conduct	<a href="https://regulations.ucf.edu/chapter5/documents/5.008RulesofConductfinalJune2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.008RulesofConductfinalJune2020.pdf</a>
UCF-5.009 Student Conduct Review Process; Sanctions	<a href="https://regulations.ucf.edu/chapter5/documents/5.009StudentConductRevProcfinalMay2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.009StudentConductRevProcfinalMay2020.pdf</a>
UCF-5.010 Student Conduct Appeals	<a href="https://regulations.ucf.edu/chapter5/documents/5.010StudentConductAppealsfinalMay2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.010StudentConductAppealsfinalMay2020.pdf</a>
UCF-5.012 Organizational Rules of Conduct	<a href="https://regulations.ucf.edu/chapter5/documents/5.012OrgRulesofConductOptionfinalJune2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.012OrgRulesofConductOptionfinalJune2020.pdf</a>
UCF-5.013 Organizational Conduct Review Process; Sanctions; Appeals	<a href="https://regulations.ucf.edu/chapter5/documents/5.013StudentOrgConductfinalJune2020.pdf">https://regulations.ucf.edu/chapter5/documents/5.013StudentOrgConductfinalJune2020.pdf</a>
UCF-5.020 Religious Observances	<a href="https://regulations.ucf.edu/chapter5/documents/5.020ReligiousObservancesFINALJan19.pdf">https://regulations.ucf.edu/chapter5/documents/5.020ReligiousObservancesFINALJan19.pdf</a>
Policy 2-700.1 Reporting Misconduct and Protection from Retaliation	<a href="https://policies.ucf.edu/documents/2-700.pdf">https://policies.ucf.edu/documents/2-700.pdf</a>

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Policy 2-004.1 Prohibition of Discrimination, Harassment and Related Interpersonal Violence <sup>2</sup>	<a href="https://policies.ucf.edu/documents/2-004.pdf">https://policies.ucf.edu/documents/2-004.pdf</a>
UCF Employee Code of Conduct	<a href="https://compliance.ucf.edu/document/ucf-employee-code-of-conduct/">https://compliance.ucf.edu/document/ucf-employee-code-of-conduct/</a>
The Golden Rule Student Handbook	<a href="https://goldenrule.sdes.ucf.edu/">https://goldenrule.sdes.ucf.edu/</a>

UCF is currently in the process of developing and implementing a new UCF regulation related to the Department of Education’s May 6, 2020 release of new federal Title IX regulations for those complaints that meet the definition of sexual harassment set forth in 34 CFR 106.30 in an educational program or activity as defined in 34 CFR 106.44. The effective date for the new regulations is August 14, 2020. Accordingly, UCF will issue an emergency regulation on or before that date pursuant to section I of the *Board of Governors Regulation Development Procedure for State University Boards of Trustees*. This new UCF regulation will be published to the university’s Regulations website (<https://regulations.ucf.edu/>).

Information regarding additional procedures, guidelines and forms formulated to ensure equity at UCF can be found on UCF’s websites and are as follows:

<b>Procedures/Guidelines/Forms</b>	<b>Web Address</b>
OIE Investigation Procedures	<a href="https://oie.ucf.edu/documents/OIEInvestigationProcedures.pdf">https://oie.ucf.edu/documents/OIEInvestigationProcedures.pdf</a>
OIE Search and Screening Guidelines	<a href="http://www.oie.ucf.edu/documents/SearchScreeningGuidelines.pdf">http://www.oie.ucf.edu/documents/SearchScreeningGuidelines.pdf</a>
OIE Recommendations for Obtaining a Diverse Applicant Pool	<a href="http://www.oie.ucf.edu/documents/DiverseApplicantPool.pdf">http://www.oie.ucf.edu/documents/DiverseApplicantPool.pdf</a>
OIE Guidelines for an Internal Search	<a href="http://www.oie.ucf.edu/documents/InternalSearch.pdf">http://www.oie.ucf.edu/documents/InternalSearch.pdf</a>

<sup>2</sup> Policy No. 2-004.1 specifically states that the “university does not unlawfully discriminate in any of its education or employment programs and activities on the basis of an individual’s race, color, ethnicity, national origin, religion, or 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’s status (as protected under the Vietnam Era Veterans’ Readjustment Assistant Act), or membership in any other protected classes as set forth in state or federal law.” This policy further states that the “university prohibits discrimination, as well as discriminatory harassment, sexual assault, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, complicity in the commission of any act prohibited by this Policy, retaliation against a person for reporting, in good faith, any of these forms of conduct or participating in or being a party to any investigation or proceeding under this Policy...” Similar language is reflected in Regulations UCF-3.001 and UCF-3.0134.

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OIE Search Committee Guidelines Incorporating Search Firms	<a href="http://www.oie.ucf.edu/documents/SearchFirms.pdf">http://www.oie.ucf.edu/documents/SearchFirms.pdf</a>
Faculty Hiring Guide	<a href="http://www.oie.ucf.edu/documents/FacultyHiringGuide.pdf">http://www.oie.ucf.edu/documents/FacultyHiringGuide.pdf</a>
A&P Hiring Guide	<a href="http://www.oie.ucf.edu/documents/APHiringGuide.pdf">http://www.oie.ucf.edu/documents/APHiringGuide.pdf</a>
OIE Service and Assistance Animal Policy	<a href="http://www.oie.ucf.edu/documents/AnimalsasAccommodationPolicy.pdf">http://www.oie.ucf.edu/documents/AnimalsasAccommodationPolicy.pdf</a>
OIE Protocol for Department Providing Reasonable Accommodation	<a href="http://www.oie.ucf.edu/documents/AccommodationsInEmploymentAndForMembersOfThePublic.pdf">http://www.oie.ucf.edu/documents/AccommodationsInEmploymentAndForMembersOfThePublic.pdf</a>
Reasonable Accommodation Request Form (Medical Condition)	<a href="http://www.oie.ucf.edu/documents/UCFReasonableAccommodationRequestForm.pdf">http://www.oie.ucf.edu/documents/UCFReasonableAccommodationRequestForm.pdf</a> ; <a href="https://oie.ucf.edu/documents/UCFReasonableAccommodationRequestFormSpanish.pdf">https://oie.ucf.edu/documents/UCFReasonableAccommodationRequestFormSpanish.pdf</a>
Religious Accommodation: Guidelines for Departmental Procedures for Requests	<a href="http://www.oie.ucf.edu/documents/ReligiousAccommodationGuidelines.pdf">http://www.oie.ucf.edu/documents/ReligiousAccommodationGuidelines.pdf</a>
Student Accessibility Services “Get Connected”	<a href="https://sas.sdes.ucf.edu/get-connected/">https://sas.sdes.ucf.edu/get-connected/</a>
Student Accessibility Services “How To Request Accommodations”	<a href="http://sas.sdes.ucf.edu/wp-content/uploads/sites/22/2018/04/CAL-Request-Knights-Access.pdf">http://sas.sdes.ucf.edu/wp-content/uploads/sites/22/2018/04/CAL-Request-Knights-Access.pdf</a>
Student Accessibility Services “How to Cancel or Modify Accommodations”	<a href="http://sas.sdes.ucf.edu/wp-content/uploads/sites/22/2018/04/CAL-Modify-Knights-Access.pdf">http://sas.sdes.ucf.edu/wp-content/uploads/sites/22/2018/04/CAL-Modify-Knights-Access.pdf</a>
General Appeal Procedures Related to Student Accessibility Services’ (SAS) Reasonable Accommodation Decisions (includes Procedure for Conducting Fundamental Alteration Assessments)	<a href="http://sas.sdes.ucf.edu/wp-content/uploads/sites/22/2017/12/grievance_process1.pdf">http://sas.sdes.ucf.edu/wp-content/uploads/sites/22/2017/12/grievance_process1.pdf</a>
Pregnancy Accommodation Request Form	<a href="https://oie.ucf.edu/documents/UCFReasonableAccommodationRequestFormPregnancy.pdf">https://oie.ucf.edu/documents/UCFReasonableAccommodationRequestFormPregnancy.pdf</a>
Public Request for Accommodation	<a href="https://oie.ucf.edu/documents/UCFReasonableAccommodationRequestFormPublic.pdf">https://oie.ucf.edu/documents/UCFReasonableAccommodationRequestFormPublic.pdf</a>

In addition, as set forth in the university’s prior Florida Equity Report, OIE, in consultation with campus partners, is continuing to develop guidelines related to nondiscrimination based on

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pregnancy, pregnancy-related conditions and/or childbirth. OIE anticipates finalizing these guidelines in 2020.

Also, as noted in UCF's previous Florida Equity Reports, UCF maintains a website with information for students, parents, faculty, staff, and third parties regarding Title IX (federal law that prohibits sex discrimination), and what to do if they encounter a student who has experienced sexual violence. This website lends support to the University's campus-wide *Let's Be Clear* campaign (<https://letsbeclear.ucf.edu/>), which has raised awareness across campus regarding nondiscrimination, reporting requirements, and resources available to students and employees impacted by sex discrimination (including sexual violence). (Attachment B) Individuals can access this site to submit a report directly to UCF's Title IX Coordinator regarding an incident of sex discrimination. Individuals also may report concerns of discrimination, discriminatory harassment and/or retaliation directly to the Office of Institutional Equity via the office's website (<https://www.oie.ucf.edu/>).

Each year, the Office of Institutional Equity notifies all faculty and staff members regarding the university's commitment to non-discrimination (see President's Statement) (Attachment C), and requires all new employees to complete an online training regarding UCF's commitment to non-discrimination, applicable regulations and policies, and procedures available for reporting concerns of this nature. Further, UCF widely communicates pertinent compliance information throughout the campus. Discussions, awareness, and training are conducted broadly at such venues as new student, employee, and faculty orientation sessions; new supervisor training; and, in-service programs for resident assistants.

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**Part III: Academic Program Reviews (Sections A, B & C)**

The Academic Program Reviews cover undergraduate, graduate, and first professional degree enrollment as required by Florida statute. Charts 1-8 and the corresponding narrative will address sections A, B, and C of the Florida Equity Report Guidelines. Where appropriate, disproportionate enrollments of women and minorities are identified and areas for improvement are noted.

**Table 1. First-Time-In-College Enrollment (Full-time)**

	NRA	B	AI/AN	A	H	NH/O PI	W	≥ TWO	UNK	TOTAL
<b>Men</b>	<b>44</b>	<b>197</b>	<b>4</b>	<b>290</b>	<b>892</b>	<b>1</b>	<b>1,669</b>	<b>124</b>	<b>45</b>	<b>3,266</b>
<b>Women</b>	<b>54</b>	<b>392</b>	<b>4</b>	<b>301</b>	<b>1,067</b>	<b>4</b>	<b>1,865</b>	<b>164</b>	<b>35</b>	<b>3,886</b>
<b>Total Fall 2019</b>	<b>98</b>	<b>589</b>	<b>8</b>	<b>591</b>	<b>1,959</b>	<b>5</b>	<b>3,534</b>	<b>288</b>	<b>80</b>	<b>7,152</b>
<b>Category % of Total Fall 2019</b>	<b>1.4%</b>	<b>8.2%</b>	<b>0.1%</b>	<b>8.3%</b>	<b>27.4%</b>	<b>0.1%</b>	<b>49.4%</b>	<b>4.0%</b>	<b>1.1%</b>	<b>100.0%</b>
<b>Total FALL 2018</b>	<b>99</b>	<b>643</b>	<b>7</b>	<b>562</b>	<b>1815</b>	<b>8</b>	<b>3554</b>	<b>306</b>	<b>68</b>	<b>7,062</b>
<b>Category % of Total FALL 2018</b>	<b>1.4%</b>	<b>9.1%</b>	<b>0.1%</b>	<b>8.0%</b>	<b>25.7%</b>	<b>0.1%</b>	<b>50.3%</b>	<b>4.3%</b>	<b>1.0%</b>	<b>100.0%</b>
<b>Total FTIC Fall 2014</b>	<b>42</b>	<b>619</b>	<b>3</b>	<b>355</b>	<b>1391</b>	<b>8</b>	<b>3499</b>	<b>269</b>	<b>30</b>	<b>6,216</b>
<b>Category % of Total Fall 2014</b>	<b>0.7%</b>	<b>10.0%</b>	<b>0.0%</b>	<b>5.7%</b>	<b>22.4%</b>	<b>0.1%</b>	<b>56.3%</b>	<b>4.3%</b>	<b>0.5%</b>	<b>100.0%</b>
<b>Percentage Change in number from Fall 2014 to Fall 2019</b>	<b>133.3%</b>	<b>-4.8%</b>	<b>166.7%</b>	<b>66.5%</b>	<b>40.8%</b>	<b>-37.5%</b>	<b>1.0%</b>	<b>7.1%</b>	<b>166.7%</b>	<b>15.1%</b>

The UCF's First Time in College (FTIC) Enrollment data reveals a slight increase (1.3%) in FTIC enrollment (7,062 to 7,152) with 54% female and 46% male for the Fall 2019 academic year. The gender representation is consistent with data of prior years. With regard to the composition of racially and ethnically diverse students, UCF continued to be significant at 48.1%, which was a slight increase from Fall 2018 (47.3%). The 48.1% was comprised of students from various racial/ethnic backgrounds including Hispanic (27.4%), Asian (8.3%), Black (8.2%), two or more races (4.0%), American Indian/Alaskan Native (0.1%), and, Native Hawaiian/Other Pacific Islander (0.1%). White students represented 49.4%, Non-Resident Alien students represented 1.4%, and students identifying as Unknown represented 1.1% of UCF's FTIC full-time students during the 2019 Fall enrollment.

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Compared to Fall 2018, the Fall 2019 data demonstrated a decrease in the number of students that identified as Black (643 to 589), White (3,554 to 3,534), two or more races (306 to 288), and Native Hawaiian/Other Pacific Islander (8 to 5), and an increase in the number of students that identified as Hispanic (1,815 to 1,959), Asian (562-591), and American Indian/Alaskan Native (7 to 8). The overall percentage for most of the racial groups remained relatively consistent between the Fall 2018 data and Fall 2019 data with the exception of the percentage of Black students and White students both decreasing by 0.9% (9.1% to 8.2% for Black students; 50.3% to 49.4% for White Students) and the percentage of Hispanic students increasing by 1.7% (25.7% to 27.4%).

This enrollment data of 48.1% represented a continued increase in racial/ethnic diversity compared to 2014. During the Fall of 2014, UCF's FTIC student body was composed of 42.5% racially and ethnically diverse students. All categories showed an increase in the number of students except for Black students and Native Hawaiian/Other Pacific Islander students.

**Table 2. Florida Community College A.A. Transfers (Full-time)**

	NRA	B	AI/AN	A	H	NH/ OPI*	W	≥ TWO	UNK	FEMALE	MALE	TOTAL
<b>Total Fall 2019</b>	408	1438	21	556	3489	31	4790	398	87	6481	4737	11218
<b>Category % of Total Fall 2019</b>	3.6%	12.8%	0.2%	5.0%	31.1%	0.3%	42.7%	3.5%	0.8%	57.8%	42.2%	100.0%
<b>Total FALL 2018</b>	308	1491	30	569	3479	26	4923	420	126	6547	4825	11372
<b>Category % of Total Fall 2018</b>	2.7%	13.1%	0.3%	5.0%	30.6%	0.2%	43.3%	3.7%	1.1%	57.6%	42.4%	100.0%
<b>Total Fall 2014</b>	179	1440	23	531	2826	29	5917	353	72	6490	4880	11370
<b>Category % of Total Fall 2014</b>	1.6%	12.7%	0.2%	4.7%	24.9%	0.3%	52.0%	3.1%	0.6%	57.1%	42.9%	100.0%
<b>Category % Change from 2014 to 2019</b>	127.9%	-0.1%	-8.7%	4.7%	23.5%	6.9%	-19.0%	12.7%	20.8%	-0.1%	-2.9%	-1.3%

The UCF's Fulltime Transfers data was the same as the prior year's data related to gender in that 58% of enrollment identified as female and 42% identified as male. With regard to the composition of racially and ethnically diverse students, UCF continued to be significant at 52.9%, which also is the same as the prior year's data. White students (42.7%), Hispanic students (31.1%) and Black students (12.8%) remained the three categories of students larger than ten percent. Overall, the 2019 data indicated minor changes throughout all racial categories compared to the 2018 data.



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The enrollment diversity data of 52.9% represented a noticeable change compared to 2014 despite the 1.3% decrease in total enrollment (11,370 to 11,218). During the Fall of 2014, UCF's transfer students were composed of 45.9% racially and ethnically diverse students.

**Table 3. Retention of Full-Time FTICs After One Year**

	NRA	B	AI/AN	A	H	NH/OPI	W	≥ Two	UNK	FEMALE	MALE	TOTAL
<b>Fall 2018 Cohort</b>	96	642	7	564	1818	8	3548	307	67	3794	3263	7057
<b>Category % of Total</b>	1.4%	9.1%	0.1%	8.0%	25.8%	0.1%	50.3%	4.4%	0.9%	53.8%	46.2%	100.0%
<b>Enrolled Fall 2019</b>	90	589	4	521	1664	8	3239	278	63	3499	2957	6456
<b>Retention Rate</b>	93.8%	91.7%	57.1%	92.4%	91.5%	100.0%	91.3%	90.6%	94.0%	92.2%	90.6%	91.5%

The 2019 overall retention rate for UCF FTICs after one year was 91.5%, which was an increase from the previous year (90.4%). The overall retention rates for males and females increased. Specifically, for female students, the retention rate was 92.2%, which was an increase from the previous year (91.3%). For male students, the retention rate was 90.6%, which was a slight increase from the previous year (89.4%).

Consistent with the last three report years, Asian students were retained at a higher rate (92.4%) than the overall retention rate. For the second straight year, Black students were retained at a higher rate (91.7%) than the overall retention rate. For Fall 2019, Native Hawaiian/Other Pacific Islander students, Non-Resident Alien students, and students whose identities were unknown were retained at a higher rate than the overall retention rate (100%, 93.8% and 94%, respectively). Compared to the previous year's data, two racial/ethnic categories experienced noticeable changes – namely, Non-Resident Alien students' retention rate increased from 84.8% to 93.8% and Native Hawaiian/Other Pacific Islander students' retention rate increased from 60% to 100%.

**Table 4. Graduation Rate of Full-Time FTICs by Race/Ethnicity**

	NRA	B	AI/AN	A/PI	H	NH/OPI	W	≥ TWO*	UNK	Female	Male	Total
<b>2013-19 Cohort</b>	20	591	6	377	1251	5	3311	238	18	3,180	2,637	5817
<b>Category % of Total</b>	0.3%	10.2%	0.1%	6.5%	21.5%	0.1%	56.9%	4.1%	0.3%	54.7%	45.3%	100.0%

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<b>Number of Graduates within 6 years from cohort</b>	10	400	5	281	900	4	2424	162	14	2,467	1,733	<b>4200</b>
<b>Percent Graduated</b>	50.0%	67.7%	83.3%	74.5%	71.9%	80.0%	73.2%	68.1%	77.8%	77.6%	65.7%	72.2%
<b>Category % Graduated</b>	7.7%	10.5%	12.9%	11.5%	11.1%	12.4%	11.3%	10.5%	12.0%	54.1%	45.9%	100.0%
<b>Number Still Enrolled in 6th year from cohort</b>	10	417	5	299	952	4	2528	173	14	2543	1859	<b>4402</b>
<b>Percent Retained</b>	50.0%	70.6%	83.3%	79.3%	76.1%	80.0%	76.4%	72.7%	77.8%	80.0%	70.5%	75.7%

The overall graduation rate for UCF after six years was 72.2%, which was a slight decrease from the previous year's report (72.4%). With the exception of the 2016 report and this year's report setting forth decreases, UCF has gradually increased its overall graduation rate over the last six years. Female students' graduation rate increased to 77.6% compared to the last three reports (73-76%). However, male students' graduation rate decreased from 67.6% (last year) to 65.7%.

With regard to race/ethnicity, five of the protected categories exceeded the overall graduation rate – namely, American Indian/Alaskan Native students (83.3%), Native Hawaiian/Other Pacific Islander students (80%), Unknown students (77.8%), Asian students (74.5%), and White students (73.2%). Compared to last year's data, there were noticeable changes in the graduation rates for Non-Resident Alien students (68.4% to 50%), Native Hawaiian/Other Pacific Islander students (63.6% to 80%), and American Indian/Alaskan Native students (71.4% to 83.3%). The remaining categories were relatively consistent with the percentages set forth in last year's report.

Over the past six years, UCF has continued its commitment to maintaining a diverse student body through a variety of recruitment and retention strategies as set forth in detail in the 2018-19 Equity Report submitted by the Division of Student Development and Enrollment Services (SDS) (Attachment A).

**Table 5. Bachelor's Degrees Awarded by Race**

	<b>NRA</b>	<b>B</b>	<b>AI/ AN</b>	<b>A</b>	<b>H</b>	<b>NH/OP I</b>	<b>W</b>	<b>≥ TWO</b>	<b>UNK</b>	<b>TOTAL</b>
<b>AY 2018-19</b>										
Male	98	548	11	369	1472	13	3103	220	51	<b>5885</b>
Female	101	1017	15	454	2144	15	3968	305	58	<b>8077</b>
Total	<b>199</b>	<b>1565</b>	<b>26</b>	<b>823</b>	<b>3616</b>	<b>28</b>	<b>7071</b>	<b>525</b>	<b>109</b>	<b>13962</b>
<b>Category % of Total</b>	1.4%	11.2%	0.2%	5.9%	25.9%	0.2%	50.6%	3.8%	0.8%	100.0%
<b>AY 2017-18</b>										
Male	72	507	10	377	1270	14	3006	188	29	<b>5473</b>
Female	76	956	14	389	1925	20	4139	300	51	<b>7870</b>

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Total	148	1463	24	766	3195	34	7145	488	80	13343
Category % of Total	1.1%	11.0%	0.2%	5.7%	23.9%	0.3%	53.5%	3.7%	0.6%	100.0%
<b>AY 2013-14</b>										
Male	87	433	4	291	1045	18	3162	98	51	5189
Female	110	762	25	349	1418	16	4280	139	84	7183
Total	197	1195	29	640	2463	34	7442	237	135	12372
Category % of Total	1.6%	9.7%	0.2%	5.2%	19.9%	0.3%	60.2%	1.9%	1.1%	100.0%

The number of Bachelor's degrees awarded remained consistent at UCF. In the 2018-2019 academic year, UCF awarded 13,962 Bachelor's degrees, which was a slight increase from the previous year (13,343). Of the degrees awarded, 58% were earned by female students and 42% by male students, which was consistent with the previous three academic years. Among the racial/ethnic categories, they were relatively consistent with the percentages set forth in last year's report.

Compared to the 2013-14 academic year, UCF increased the total number of Bachelor's degrees awarded by approximately 11.4% in 2018-19 (12,372 to 13,962), with relatively equivalent gains among male and female students. The number of degrees awarded notably increased for students who identified as two or more races [237 to 525 (55% increase)], Hispanic [2,463 to 3,616 (32% increase)], and Black [1,195 to 1,565 (24% increase)]. Consistent with the last two reports, proportionally, the most significant changes from 2013-14 data to 2018-19 data included an increase in the overall percentage of Hispanic students (19.9% to 25.9%) and a decrease in the overall percentage of White students (60.2% to 50.6%).

**Table 6. Master's Degrees Awarded by Race**

	NRA	B	AI/ AN	A	H	NH/ OPI	W	≥ TWO	UNK	TOTAL
<b>AY 2018-19</b>										
Male	138	68	2	63	157	0	473	11	16	928
Female	94	207	6	66	255	0	817	37	36	1518
Total	232	275	8	129	412	0	1290	48	52	2446
Category % of Total	9.5%	11.2%	0.3%	5.3%	16.8%	0.0%	52.7%	2.0%	2.1%	100.0%
<b>AY 2017-18</b>										
Male	142	75	0	57	144	1	454	14	26	913
Female	101	171	3	62	242	2	715	27	59	1382
Total	243	246	3	119	386	3	1169	41	85	2295
Category % of Total	10.6%	10.7%	0.1%	5.2%	16.8%	0.1%	50.9%	1.8%	3.7%	100.0%
<b>AY 2013-14</b>										

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Male	124	75	0	61	124	0	585	13	57	1039
Female	75	181	4	60	210	0	825	24	121	1500
Total	199	256	4	121	334	0	1410	37	178	2539
Category % of Total	7.8%	10.1%	0.2%	4.8%	13.2%	0.0%	55.5%	1.5%	7.0%	100.0%

UCF awarded 2,446 Master's degrees during 2018-2019, which was an increase compared to the last four academic years (2,232 for 2014-15; 2,217 for 2015-16; 2,195 for 2016-17; and 2,295 for 2017-18), but still less than the number (2,539) awarded for 2013-14. Female students continued to earn 62% of the Master's degrees awarded, which was relatively consistent with the five previous academic years. With regard to racial and ethnic diversity compared to last year's data, there were slight changes as to most of the individual races/ethnicities with no notable increases or decreases. Similar to the Bachelor's degrees data, the most significant changes from 2013-14 data to 2018-19 data were the increases in the overall percentage of Hispanic students (13.2% to 16.8%) and a decrease in the overall percentage of White students (55.5% to 52.7%).

**Table 7. Doctoral Degrees Awarded by Race**

	NRA	B	AI/AN	A	H	NH/OPI	W	≥ TWO	UNK	TOTAL
<b>AY 2018-19</b>										
Male	59	6	0	8	6	0	61	4	4	148
Female	30	10	0	2	11	0	46	3	1	103
Total	89	16	0	10	17	0	107	7	5	251
Category % of Total	35.5%	6.4%	0.0%	4.0%	6.8%	0.0%	42.6%	2.8%	2.0%	100.0%
<b>AY 2017-18</b>										
Male	73	5	0	4	10	0	60	2	2	156
Female	30	10	0	4	7	0	63	4	3	121
Total	103	15	0	8	17	0	123	6	5	277
Category % of Total	37.2%	5.4%	0.0%	2.9%	6.1%	0.0%	44.4%	2.2%	1.8%	100.0%
<b>AY 2013-14</b>										
Male	57	8	0	1	10	0	67	1	0	144
Female	26	10	0	10	8	0	68	0	0	122
Total	83	18	0	11	18	0	135	1	0	266
Category % of Total	31.2%	6.8%	0.0%	4.1%	6.8%	0.0%	50.8%	0.4%	0.0%	100.0%

UCF awarded 251 Doctoral degrees in 2018-19. Female students earned 41% of the Doctoral degrees, which was a decrease compared to 2017-18 (43%) and 2016-17 (51%). With regard to racial and ethnic diversity compared to last year's data, there were minor percentage increases for students that identified as Black, Asian, Hispanic, or two or more races. Similarly, there were minor percentage decreases for students that identified as Non-Resident Alien or White.

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Similar to prior years, students that identified as American Indian/Alaskan Native or Native Hawaiian/Other Pacific Islander remained at zero.

**Table 8. First Professional Degrees Awarded by Race**

	NRA	B	AI/AN	A	H	NH/ OPI	W	≥ TWO	UNK	TOTAL
<b>AY 2018-19</b>										
Male	0	5	0	19	9	0	32	1	8	74
Female	0	1	0	17	5	0	55	2	10	90
Total	0	6	0	36	14	0	87	3	18	164
Category % of Total	0.0%	3.7%	0.0%	22.0%	8.5%	0.0%	53.0%	1.8%	11.0%	100.0%
<b>AY 2017-18</b>										
Male	0	0	0	17	11	0	38	1	12	79
Female	0	3	1	13	9	0	40	3	13	82
Total	0	3	1	30	20	0	78	4	25	161
Category % of Total	0.0%	1.9%	0.6%	18.6%	12.4%	0.0%	48.4%	2.5%	15.5%	100.0%
<b>AY 2013-14</b>										
Male	0	1	0	4	4	1	22	0	1	33
Female	0	4	1	6	7	0	36	1	2	57
Total	0	5	1	10	11	1	58	1	3	90
Category % of Total	0.0%	5.6%	1.1%	11.1%	12.2%	1.1%	64.4%	1.1%	3.3%	100.0%

During 2018-19, the UCF awarded 164 First Professional degrees, which was nearly double the number awarded in 2013-14. A closer look at the demographic data showed that women earned approximately 55% of these degrees, which was an increase from last year's report (51%) and consistent with the previous years (55-57%). In 2013-14, 63% of the First Professional degrees were awarded to female students.

With regard to racial and ethnic diversity compared to last year's data, it is important to note that, similar to last year's report, this data was unknown for 11% of the students (more than three times the percentage from 2013-14). The data also showed a doubling in the number of degrees awarded to Black students compared to last year's data, but the overall number of Black students remained low (3 to 6). The number of Asian students increased by 6 (30 to 36) while Hispanic students decreased by 6 (20 to 14). Overall, UCF maintained its diversity percentage for First Professional degrees at 36%.

At the graduate level, UCF continues to commit to recruiting and graduating a diverse student body. Several strategies are employed to aid in this effort including annual scholarships and grant monies designated for recruitment of diverse students. Graduate Studies representatives also attend several graduate fairs and other events throughout the academic year designed specifically to recruit diverse candidates for UCF's academic programs.

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**Part III: Academic Program Reviews – Student Services (Section D)**

**A. Knights Major Exploration and Transition Center (KMETC)** - <https://academicsuccess.ucf.edu/kmetc/> The University of Central Florida is committed to providing caring, quality advising and related student support services for all UCF students in a culturally sensitive and diverse environment. UCF encourages the development of individual initiative, responsibility and self-discipline by students in the planning of their own educational programs. Academic advisors and coaches within the Knights Major Exploration and Transition Center work to empower and support all UCF undergraduate students in an undeclared designation or in the major exploration process. KMETC also works with students at any point in their academic career that encounter challenges. Our academic advisors and coaches assist students in recognizing their successes while also identifying barriers which could prevent the student's academic accomplishments.

**B. Admission to Academic Programs** – <https://www.ucf.edu/admissions/>; <https://www.ucf.edu/online/admissions/graduate-admissions/> - UCF encourages applications from qualified persons and does not discriminate 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, political affiliations, veteran's status or membership in any other protected classes as set forth in state or federal law. The President has delegated responsibility for the implementation of the university's equal opportunity and non-discrimination policies and affirmative action program to the Office of Institutional Equity (OIE). Inquiries about policies and practices may be directed to the Office of Institutional Equity at 12701 Scholarship Drive, Suite 101, Orlando, FL 32816-0030; Phone: (407) 823-1336; or Email: [oie@ucf.edu](mailto:oie@ucf.edu).

**C. Student Health Services & Counseling and Psychological Services** – <https://studenthealth.ucf.edu/>; <https://caps.sdes.ucf.edu/> - UCF's Student Health Services (SHS) recognizes its responsibility to respect the basic human rights of all patients who seek its treatment. SHS actively encourages patients to assume responsibilities for their own health and welfare. The Patient's Rights and Responsibilities and Notice of Nondiscrimination are routinely provided to patients. Also, Counseling and Psychological Services (CAPS) is the only free-of-charge campus agency designated to provide comprehensive psychological services to university-enrolled students. CAPS seeks to strengthen student success by minimizing the interruption of learning caused by mental health concerns.

**D. Student Organizations and Intramural Athletics** – <http://rwc.sdes.ucf.edu/im/> & <https://osi.ucf.edu/> - The mission of UCF's Intramural Sports and Office of Student Involvement is to provide students, faculty, and staff with a wide variety of recreational and social activities ranging from fitness classes to organized intramural sports competitions. Many of these activities are transformational experiences which serve both to enhance the personal development and physical well-being of the student body, thus increasing the likelihood of their retention and success at the university. All intramural sports programs are open for participation by all enrolled UCF students, faculty and staff who have purchased Recreation and Wellness Center memberships.

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The University of Central Florida has over 650 student clubs and organizations for students to get involved in, as well as offices that support UCF's mission to create a welcoming, diverse and inclusive community, including the following:

- *Access at UCF*: The mission of Access at UCF is to advocate for safe accessibility and to support inclusion to members and non-members of those living with disabilities by advocating for a Community environment with the UCF community.
- *Copper Knights*: The mission of Copper Knights is to start a conversation surrounding the stigma connected to sex crimes, and how sexual violence has become normalized in society.
- *Lesbian Gay Bisexual Transgender Questioning/Queer Services (LGBTQ+ Services) and Pride Commons*: <https://sja.sdes.ucf.edu/lgbtq/> The mission of LGBTQ+ Services is to connect UCF's diverse student population to opportunities, resources, and each other to achieve the vision of a stronger, healthier, and more equitable world for LGBTQ+ people and its allies. Located in Ferrell Commons, Pride Commons is a place for UCF students who are looking for resources, community, a place to hang out, or a quiet place to study. It is open to all students of all genders and sexual orientations. The Pride Commons is staffed by LGBTQ+ Services staff members, the Multicultural Student Center Executive Board, and student volunteers.
- *Multicultural Academic & Support Services (MASS)*: <https://www.ucf.edu/services/s/multicultural-academic-support-services-mass/> MASS's mission is to maximize student success by assisting the student through the transition to UCF and by connecting with the UCF community and our partners to promote and facilitate academic support services and programs.
- *Social Justice and Advocacy (SJA)*: <https://sja.sdes.ucf.edu/> SJA will support efforts to increase equal access to campus resources and opportunities, while cultivating inclusiveness to the least advantaged members of the campus community. SJA will advocate to decrease obstacles that prevent students from succeeding at UCF.
- *Sexual Assault/Rape Awareness (SARA)*: The mission of SARA is to provide awareness and support to students. SARA allows students, victimized or not, to consolidate and grow in strength while influencing a call to action among the community.

**E. Student Financial Assistance** – <http://finaid.ucf.edu/> - UCF's Office of Student Financial Assistance, a unit within Student Development and Enrollment Services, is dedicated to supporting UCF's mission and goals through the efficient delivery of student aid, including the goal to create a diverse and inclusive learning environment. The Office of Student Financial Assistance provides UCF students with a comprehensive offering of financial assistance options to support student success and the attainment of a university degree. UCF participates in the Federal Direct Loan Program. Direct Loans are low-interest educational loans administered through the U.S. Department of Education, which consists of the Federal Stafford, PLUS, and Grad PLUS Loans. By participating in this program, UCF agrees to comply with all federal nondiscrimination statutes and regulations, including Title VI of the Civil Rights Act of 1964 (prohibiting discrimination on the basis of race, color or national origin), Title IX of the Education Amendments of 1972 (prohibiting discrimination on the basis of sex), Section 504 of the



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Rehabilitation Act of 1973 (prohibiting discrimination on the basis of disability), and the Age Discrimination Act of 1975.

**F. Housing and Residence Life** – <http://www.housing.ucf.edu/> - UCF's Department of Housing and Residence Life (DHRL) makes a concerted effort to notify all residents and the wider UCF community of our non-discrimination policies and regulations. To that end, the following language is included in UCF's Housing Agreement: UCF is an equal opportunity and affirmative action institution. UCF DHRL assigns residence accommodations to qualified residents without regard to race, color, religion, national origin, disability, age, and/or sexual orientation.

Additionally, Housing and Residence Life provides accommodations for students with disabilities. Examples of room accommodations include:

- Room with wheelchair-accessible features, such as roll-in shower and lowered closet rods;
- Room or building with power door;
- Assignment to lower level rooms;
- Room with hearing-impaired features, such as a doorbell with light and fire alarm with strobe;
- Arrangements to have a Service Animal or Emotional Support Animal in the living space; and,
- Arrangements to have personal care attendants in the living space.

For students that identify as transgender, UCF Housing and Residence Life works with the students on an individual basis to find the living arrangement that will work best for each student. On the "Personal Information" page of the housing application, transgender students may answer "Yes" to the question "Does your gender identity differ from your legally assigned gender?" Students checking "Yes" to this question will receive an automatic email directing them to communicate with the specific staff members who can work with them to determine the best housing accommodations possible for their personal needs. Some previous accommodations for students have included informing residence staff of preferred names and/or pronouns upon request, one-bed/one-bath apartments, being paired with another transgender student, and being paired with roommate(s) who are allies.

**G. Student Employment** – <http://www.housing.ucf.edu/employment>; <https://library.ucf.edu/jobs/>; <https://finaid.ucf.edu/types-of-aid/fws-salary/>; <http://rwc.sdes.ucf.edu/employment>; - Various offices and departments at UCF support the pursuit of students' academic goals through not only a variety of formal and informal experiential and educational programs, but also by providing financial assistance to students through employment. These positions indirectly offer career and professional development opportunities that assist students in developing employment and leadership skills, or help them discover previously unrealized career paths. These positions are filled without regard to the protected classes as set forth in the University's *Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy*.



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**H. Student Accessibility Services** - <https://sas.sdes.ucf.edu/> - Student Accessibility Services assists students with disabilities with access to their education, and envisions UCF to be a fully accessible campus and inclusive environment for people with disabilities.

**I. Office of Institutional Equity - Educational and Work Environment** – <http://www.oie.ucf.edu/> - UCF complies with both the philosophy and the practice of equal opportunity for all citizens in academic life and employment as specified in Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, the Pregnancy Discrimination Act, the Americans with Disabilities Act, Sections 504 and 508 of the Rehabilitation Act, the Age Discrimination in Employment Act of 1967, the Age Discrimination Act of 1975, the Genetic Information Nondiscrimination Act of 2008, and the Florida Civil Rights Act of 1992. UCF provides a comprehensive academic experience for all students to include both academic rigor and out of classroom learning experiences. The extensive amount of activities, programs, services and facilities are designed to enrich the overall learning experience while helping students reach their educational, personal, and professional goals. The President of UCF has charged the Office of Institutional Equity with ensuring compliance with all state and federal laws, as well as policies and regulations, regarding affirmative action, equal opportunity, and nondiscrimination. Inquiries about UCF policies and practices in this regard should be referred to the Office of Institutional Equity at 12701 Scholarship Drive, Suite 101, Orlando, FL 32816-0030; Phone: (407) 823-1336; or Email: [oie@ucf.edu](mailto:oie@ucf.edu).

**J. Department of Human Resources - Personnel** – <https://hr.ucf.edu/> - UCF Human Resources supports and upholds UCF's goals by fostering a positive and engaging work environment while identifying and responding to the changing needs of our diverse community. UCF Human Resources supports the University's nondiscrimination policies and procedures through strong recruitment efforts (including ensuring compliance with equal opportunity regulations and policies), providing process information to students and employees with discrimination concerns, and assisting management with the enforcement of UCF's nondiscrimination policies and procedures. Student personnel, regardless of employee classification, are handled in a manner consistent with UCF's nondiscrimination policies and regulations.

**Part III: Academic Program Reviews –**  
**Overall Effectiveness of Equity in Enrollment (Section E)**

UCF is built on providing an inclusive learning and working environment. Since 1992, UCF's former President established five goals for the university including to "become more inclusive and diverse." Throughout the years, UCF has established practices and programs to recruit and support all students, including support directed to underrepresented students. The Division of Student Development and Enrollment Services' 2018-19 Equity Report (Attachment A) sets forth in detail approximately 400 activities and programs directed at student success in 2018-19, which included more than 300,000 students and employees having attended access and student success initiatives (such as Multicultural Academic Support Services, Student Accessibility Services, and the Veterans Academic Resource Center). Also, the Registrar's Office continues to administer the Knights Graduation and Grant Initiative which provides financial

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resources or guidance to students to assist them with overcoming financial obstacles and completing their degree programs (<http://registrar.ucf.edu/completion-grant/kggi/>).

The Office of Multicultural Academic and Support Services (MASS) assists multicultural and first-generation students. MASS' mission is to maximize student success by assisting multicultural and first-generation college students in their transition to UCF and connecting them with the university community to promote and facilitate academic support services and programs. Services and programs (see Attachment D) include:

- Brother to Brother program, which provides academic, career and leadership development, and social and financial support to multicultural or first-generation undergraduate male students. For 2018-19, 55 students participated in this program.
- ACCESS Program, which is a six-week summer academic on-campus program and an academic enhancement component that spans the Fall and Spring semesters to FTIC students. The program assists diverse students with making a smooth transition from high school to college. For 2018-19, 399 students participated in this program.
- First Generation Program, which provides first generation college students with a structured approach to develop meaningful experiences at UCF. This program eases students with their transition to college and assists them with navigating through the university landscape.
- Multicultural Transfer Program, which provides multicultural transfer students with a healthy entry to university life, where they can take advantage of opportunities to network and learn strategies that will help alleviate the cultural stress of acclimating to a new environment.
- Multicultural and First Generation Programs provide a structured approach to developing social integration, self efficacy, and sense of belonging on campus through campus resources and support services; meaningful student engagement and student involvement opportunities. For 2018-19, 1,029 students participated in these programs.

**Accolades:**

- UCF's ODI continued to lead the way to federal designation as a Hispanic Serving Institution (HSI), which is an institution participating in a federal program designed to assist colleges or universities in the United States that attempt to assist first generation, majority low income Hispanic students. UCF was officially designated as an HSI in early 2019.
- For 2018 Fall semester, UCF attained its most diverse student enrollment with 47.3% identifying as minorities with the highest GPA for a freshman class (4.12) and many National Merit Scholars (82).
- UCF continues to have more than 220 degree programs in 13 colleges with demonstrated excellence.
  - UCF received a record \$183 million in research funding for 2018, which was a 23% increase from 2017 and a 37% increase from 2015.
  - *Kiplinger* and *Forbes* ranked a UCF education among the nation's best values.

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- *U.S. News & World Report* ranked UCF among the nation's most innovative universities.
  - Rosen College of Hospitality Management was ranked No. 5 in the world for hospitality and tourism academics in the *Shanghai Rankings* listing of 500 of the world's top universities.
- The College of Engineering and Computer Science's Office of Diversity and Inclusion (CECS ODI) was created with the purpose of developing programs for retention of minorities, women and underrepresented groups in the field of engineering and computer science at the undergraduate level; as well as the recruitment of these categories of students at the graduate level. CECS ODI offers scholarships to the students from grants received from the National Science Foundation Louis Stokes Alliance for Minority Participation in Engineering and Science (NSF LSAMP), National Action Council for Minorities in Engineering (NACME), and several Corporate Endowed Scholarships.
- In addition to other student support programs and resources, the University provides the following support to students seeking degrees in STEM disciplines:
  - COMPASS: The mission of COMPASS is to increase the number of UCF students pursuing a STEM discipline by offering students opportunities for career exploration and experiential learning in STEM during the first two years of their college career. To date, 400 students per year participate in this program. Approximating 80-85% of participants are captured into a STEM discipline with 50% of all cohorts achieving graduation.
  - EXCEL: Through improved student learning in cohort math and science courses, block housing shared by STEM-focused students, a tutoring center and early engagement in research experiences, EXCEL increases the likelihood of graduation in a student's chosen STEM discipline. During their first two years of college, EXCEL participants work in cohorts, making it easy for them to team up with study partners in required courses that may have several hundred students. To date, the program has served over 5000 students since 2006, and recruits a larger percentage of women and traditionally underrepresented individuals. Since 2016, approximately 300 students per year have engaged in this program. The program has a 92% retention rate for its first-year participants and has achieved a graduation rate of 50-55%, which is 10% higher than the national average.
  - GEMS (Girls EXCELing in Math and Science): The mission of the GEMS program is to increase student success for female freshmen students' college career in a STEM discipline by providing mentorship for the students. When the program initially started at UCF in 2010, there was a 15% gap in retention between male and female students. For the last four years, that gap has been reduced to 1-2%.
  - WISE: The mission of WISE is to foster mentoring connections between seasoned industry leaders and female upper-division students from the GEMS program at UCF who are interested in excelling in STEM. Selected participants commit to a six-month formal mentoring partnership. This program has approximately 25-30 participants each year and provides for one-on-one mentoring.

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**PART IV: EQUITY IN INTERCOLLEGIATE ATHLETICS**

UCF's Athletics provides 16 programs and more than 400 student-athletes with the opportunity to compete. As set forth below, UCF Athletics evaluated the eleven elements of equity requested. UCF's participation rates for 2018-19 remained compliant with a rate of 46% male and 54% female. With regard to scholarship funding, as noted below, the unduplicated female student-athletes ratio was 49% and these students received 48% of the scholarship funding (\$3,683,884). The unduplicated male student-athletes ratio was 51% and these students received 52% of the scholarship funding (\$3,927,760). Since the scholarship offerings are within a 1% variance, they are compliant.

<b>Table 1. Sex Equity in Athletics Update</b>		
<b>Element</b>	<b>Assessment</b>	<b>Area for improvement? (check if yes, and describe on form below)</b>
<b>1. Sports offerings</b>	<b>Men's Sports:</b> Baseball, Basketball, Football, Golf, Soccer, Tennis  <b>Women's Sports:</b> Softball, Basketball, Golf, Cross Country, Indoor Track, Outdoor Track, Rowing, Soccer, Tennis, Volleyball	
<b>2. Participation rates, male and female, compared with full-time undergraduate enrollment</b>	<b>Participation Rates:</b> 46% male, 54% female  <b>Undergraduate Enrollment:</b> 46% male, 54% female	
<b>3. Availability of facilities, defined as locker room, practice, and competitive facilities</b>	The facilities provided for each of our athletics programs are equitable. While some locker rooms, practice and competitive facilities are older than others, we continue to monitor those facilities in need of updating and proceed accordingly with our coaches. Projected for the Summer of 2020, M/W Soccer will get new locker rooms, coaches offices and auxiliary spaces. Volleyball and Women's Track and Field will also have some enhancements to their	

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	existing spaces once M/W Soccer move into the new administrative buildings. All other Olympic Sport Coaches will be housed in the new administrative building as well.	
<b>4. Scholarship offerings for athletes</b>	We are fully funded per NCAA limits for all our sponsored sports which includes the allowable NCAA miscellaneous dollars that can be provided through scholarship distribution.	
<b>5. Funds allocated for:</b>	For the 2018-19 academic year, all sports were funded at the NCAA maximum limits per sport. Women's scholarships were funded at: \$3,683,884.00 (48%) and the unduplicated participants for female student-athletes was 49% (within the 1% variance). Men's scholarships were funded at: \$3,927,760.00 (52%) and the unduplicated participant numbers for male student-athletes was 51% (within the 1% variance).	
<b>5(a): the athletic program as a whole</b>	\$65,154,673	
<b>5(b): administration</b>	\$22,612,761	
<b>5(c): travel and per diem allowances</b>	\$3,914,421	
<b>5(d): recruitment</b>	\$891,211	
<b>5(e): comparable coaching</b>	1. The availability of coaching personnel remains equivalent. 2. Coaches of Men's sports and Women's sports have similar years of collegiate coaching experience. 3. Coaching Salaries, Benefits and Bonuses equate to \$11,703,264	

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<b>5(f): publicity and promotion</b>	The resources allocated to the marketing and promotion of all sports has improved from years past. We are working on overall improvement, but resources provided to all teams are equitable.	
<b>5(g): other support costs</b>	The resources allocated for other support costs include Student-Athlete Welfare and Development and Academic Support programming. Additionally, we utilize those resources to fund our sport performance programs, ticket operations, general administrative planning, IT, and other miscellaneous expenses. Those resources are available to all student-athletes and staff respectively.	
<b>6. Provision of equipment and supplies</b>	The provision of equipment and supplies is equitable amongst all sport programs. Our equipment staff performs an internal audit to address all equipment needs for each sport. Student-athletes, coaches and staff are provided with the necessary equipment to perform the tasks related to their sport/administrative assignment.	
<b>7. Scheduling of games and practice times</b>	The number of practice opportunities and the length (per week) are governed by NCAA rules. Practice times are based on class schedules with some teams practicing in early morning hours to avoid class conflict and hot weather during the start and end of the school year. The Men's Basketball, Women's Basketball and Volleyball coaches mutually agree on the scheduling of the Arena for practice.	

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<b>8. Opportunities to receive tutoring</b>	All student-athletes are provided with equal opportunity and access to receive tutoring.	
<b>9. Compensation of coaches and tutors</b>	All student-athletes are provided with equal opportunity and access to quality coaches and tutors.	
<b>10. Medical and training services</b>	The provisions for medical and training facilities and services are equivalent. The Training Room facility continues to serve as a source of pride for UCF Athletics. The Medical and Training resources are well coordinated and provide excellent service to male and female participants. There are four satellite training rooms that are used to assist with providing medical and training services to all our sport programs.	
<b>11. Housing and dining facilities and services</b>	All sport programs have equal access to housing options and dining services.	

<b>Table 2. Sex Equity in Athletics - Areas for Improvement</b>		
<b>Areas for improvement</b>	<b>Program for improvement</b>	<b>Timetable</b>
<b>Facilities Upgrades</b>	UCFAA is in the process of upgrading the locker room spaces for Men's and Women's Soccer, Football, Volleyball and Track and Field. Part of the facilities upgrade will also include new offices for Olympic Sport coaches and their assistants. This project was anticipated to take three years to complete and was expected to be completed during Spring 2020. However, due to COVID19, the completion of the project was delayed. It is expected to now be completed by the end of 2020.	<b>End of 2020</b>

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**Table 3. Student Athletes by Gender, 2018-19**

	Male	Female	Total
Number	228	264	492
Percent of Total	46%	54%	100%

**Basis for Ensuring Compliance**

- ☐ Accommodation of Interest and Abilities
- ☒ Substantial Proportionality
- ☐ History and Practice of Expansion of Sports



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**PART V: EMPLOYMENT REPRESENTATION**

The Florida Equity Report contains information regarding the achievement of appropriate representation of women and minorities in selected faculty and administrative employment categories. Tables 1-4 are shown below first, then followed by their respective commentary.

**Table 1. Category Representation – Tenured Faculty**

INDICATOR	NRA	B	AI/ AN	A	H	NH/ OPI	W	≥ TWO	NOT REPORTED	FEMALE	MALE	TOTAL
Number, Fall 2019	9	28	4	138	40	0	479	2	0	222	478	700
Number, Fall 2018	8	30	4	130	39	0	469	2	0	219	463	682
1YR Percentage Change	12.5%	-6.7%	0.0%	6.2%	2.6%	0.0%	2.1%	0.0%	0.0%	1.4%	3.2%	
Number, Fall 2014	3	27	3	98	38	0	411	1	0	167	414	581
5YR Percentage Change	200%	3.7%	33.3%	40.8%	5.3%	0.0%	16.5%	100%	0.0%	32.9%	15.5%	
Area for improvement, compared with national standards? (Check if yes)						✓						1

**Table 2. Category Representation – Tenure-Track Faculty**

INDICATOR	NRA	B	AI/ AN	A	H	NH/ OPI	W	≥ TWO	NOT REPORTED	FEMALE	MALE	TOTAL
Number, Fall 2019	46	16	0	68	26	0	196	4	0	151	205	356
Number, Fall 2018	51	12	0	49	29	0	174	4	0	130	189	319
1YR Percentage Change	-9.8%	33.3%	0.0%	38.8%	-10.3%	0.0%	12.6%	0.0%	0.0%	16.2%	8.5%	
Number, Fall 2014	29	4	0	22	15	0	98	2	0	77	93	170
5YR Percentage Change	58.6%	300.0%	0.0%	209.1%	73.3%	0.0%	100.0%	100.0%	0.0%	96.1%	120.4%	
Area for improvement, compared with national standards? (Check if yes)			✓			✓		✓		✓		4

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**Table 3. Category Representation – Non-Tenure-Earning Faculty or Faculty at Non-Tenure Granting Universities**

INDICATOR	NRA	B	AI/ AN	A	H	NH/ OPI	W	≥ TWO	NOT REPORTED	FEMALE	MALE	TOTAL
Number, Fall 2019	16	23	0	35	55	0	432	7	0	318	250	568
Number, Fall 2018	15	21	0	34	47	0	434	9	0	303	257	560
1YR Percentage Change	6.7%	9.5%	0.0%	2.9%	17.0%	0.0%	-0.5%	-22.2%	0.0%	5.0%	-2.7%	
Number, Fall 2014	14	13	1	17	31	0	400	4	0	264	216	480
5YR Percentage Change	14.3%	76.9%	-100.0%	105.9%	77.4%	0.0%	8.0%	75.0%	0.0%	20.5%	15.7%	
Area for improvement, compared with national standards? (Check if yes)			✓	✓		✓						3

**Table 4. Category Representation – Executive/Administrative/Managerial**

INDICATOR	NRA	B	AI/ AN	A	H	NH/ OPI	W	≥ TWO	NOT REPORTED	FEMALE	MALE	TOTAL
Number, Fall 2019	3	49	3	20	68	1	412	6	0	293	269	562
Number, Fall 2018	3	81	2	33	91	1	543	5	0	463	296	759
1YR Percentage Change	0.0%	-39.5%	50.0%	-39.4%	-25.3%	0.0%	-24.1%	20.0%	0.0%	-36.7%	-9.1%	
Number, Fall 2014	4	72	2	30	64	1	502	5	0	390	290	680
5YR Percentage Change	-25.0%	-31.9%	50.0%	-33.3%	6.3%	0.0%	-17.9%	20.0%	0.0%	-24.9%	-7.2%	
Area for improvement, compared with national standards? (Check if yes)				✓		✓				✓		3

**Effectiveness of the University's Employment Efforts**

**Tenured Faculty – Table 1:**

Compared to the prior year, UCF added 18 tenured faculty positions (2.6% increase). Although UCF experienced a 1.4% increase in the number of tenured female faculty members (219 to 222), the percentage of tenured female faculty members decreased from 32.1% to 31.7%. Despite the percentage decrease and unlike prior years' reports, the category for female tenured

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faculty was no longer identified as an area in need of improvement for the university using comparative national standards. Peer data demonstrated that the percentage of female tenured faculty members was 31.2% and UCF barely exceeded this at 31.7%. With UCF being so close to falling below the peer data percentage, UCF will retain its goal of increasing female tenured faculty members.

With regard to racial and ethnic diversity, there was a decrease in Black tenured faculty (30 to 28; 4.4.% to 4%). Three categories remained the same – namely, American Indian/Alaskan Native at 0.5%; two or more races at 0.3%; and Native Hawaiian/Other Pacific Islander at 0%. The following four categories experienced increases in the number of faculty: Non-Resident Alien [8 to 9 (1.2% to 1.3% of total)]; Asian [130 to 138 (19.1% to 19.7% of total)]; Hispanic [39 to 40 (remained 5.7% of total)]; and White [469 to 479 (remained 68% of total)].

Similar to last year's report, when using comparative national standards, the category for tenured Black faculty members was not identified as an area in need of improvement. The peer data demonstrated that the percentage of Black tenured faculty members was 3.1% and UCF data exceeded this at 4%. However, it is important to note that the overall percentage of tenured Black faculty members in 2019 (4%) was less than the percentage in 2014 (5.16%). Moreover, the total number of tenured Black faculty members (28) has changed very little compared to 2014 (27) despite the nearly 17% increase in total number of tenured faculty members. Similarly, the overall percentage of tenured Hispanic faculty members in 2019 (5.71%) was less than the percentage in 2013 (6.54%). Accordingly, UCF will retain its goal of increasing Black and Hispanic tenured faculty members.

Comparative national data demonstrated that the category of tenured faculty that identify as Native Hawaiian/Other Pacific Islander was as an area in need of improvement. The peer data percentage for this category was 0.1% and UCF had zero tenured faculty in 2019 that identified in this category. Accordingly, UCF will retain its goal of increasing Native Hawaiian/Other Pacific Islander tenured faculty members.

### **Tenure-Track Faculty – Table 2:**

Compared to the prior year, UCF's tenure-track faculty population increased from 319 to 356 (10% increase). Although UCF increased the number of tenure-track female faculty from 130 to 151 (40% to 42.4% of the total), comparative national data identified this as an area in need of improvement as the peer data demonstrated that tenure-track female faculty made up 43.8% of the tenure-track faculty members.

During 2018-19, UCF experienced an increase in the number of tenure-track faculty members who identified as Black [12 to 16 (3.7% to 4.5% of total)]; Asian [49 to 68 (15.4% to 19.1% of total)]; and White [174 to 196 (remained at 55% of total)]. UCF decreased the number of tenure-track faculty members who identified as Non-Resident Alien [51 to 46 (16% to 13% of total)]; and Hispanic [29 to 26 (9.1% to 7.2% of total)]. The three following categories remained the same with regard to the number of faculty members: American Indian/Alaskan Native; Native Hawaiian/Other Pacific Islander; and two or more races. Compared to 2014, the overall diversity

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for tenure-track faculty increased from 42% to 51%. Utilizing comparative national standards, the following areas were identified as areas in need of improvement: American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, and two or more races.

**Non-Tenure-Earning Faculty – Table 3:**

Compared to the prior year, UCF increased the number of female faculty from 303 to 318. For 2019, approximately 56% of non-tenure-earning faculty members identified as female, which was an increase from 2018 (54%) and 2014 (55%).

With regard to racial and ethnic diversity, the university increased the number of non-tenure-earning faculty from 560 to 568, and increased the number of faculty in the following categories: Non-Resident Alien (15 to 16), Black (21 to 23), Asian (34 to 35), and Hispanic (47 to 55). The data demonstrated a decrease in faculty that identified as White, as well as two or more races. Compared to 2013, the overall diversity for non-tenure-earning faculty increased from 22% to 24%. Utilizing comparative national standards, the following categories were identified as areas in need of improvement: American Indian/Alaskan Native, Asian, and Native Hawaiian/Other Pacific Islander.

**Executive/Administrative/Managerial – Table 4:**

Compared to the prior year, UCF decreased the total number of management occupations in 2018-19 by 26% (759 to 562). The number of management occupations held by female employees decreased (463 to 293), and female employees' overall percentage of management positions decreased as well (61% to 52%). Compared to 2014, this also was a decrease from 57%. With regard to racial and ethnic diversity, four categories experienced a decrease in the total number of managers – namely, White (543 to 412), Hispanic (91 to 68), Black (81 to 49), Asian (33 to 22), and American Indian/Alaskan Native (3 to 2). Management that identified as Non-Residence Aliens or Native Hawaiian/Other Pacific Islander remained the same, whereas management that identified as American Indian/Alaskan Native or two or more races increased by one (2 to 3; 5 to 6, respectively). The overall diversity for management occupations decreased from approximately 29% to 27%.

Utilizing comparative national standards for management occupations, this year's review indicated that UCF's data related to individuals that identified as female, Asian or Native Hawaiian/Other Pacific Islander was lower than peer data. Specifically, peer data related to female managers demonstrated a percentage of 54.6% whereas UCF's percentage was 52%. Peer data related to Asian managers demonstrated a percentage of 4.4% whereas UCF's percentage was 3.56%. Similarly, peer data related to Native Hawaiian/Other Pacific Islander demonstrated a percentage of 0.2% whereas UCF's percentage was 0.18%.

When using comparative national standards, the category for individuals that identify as Black was not identified as an area in need of improvement as the peer data demonstrated that the percentage of Black managers was 7.8% and UCF data exceeded this at 8.7%. However, it is important to note that the overall percentage of Black managers in 2019 (8.7%) was less than the

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percentage in 2014 (10.6%). Accordingly, UCF goals related to these positions will include increasing the number of managers that identify as Black.

**Summary:**

As set forth above, the university continues to have goals related to increasing diversity among its faculty members and managers. To assist with the University's diversity and inclusion efforts, the Office of Institutional Equity continues to encourage all colleges and departments to engage in active recruitment of applicants and advertise national searches in diverse publications such as American Indian Higher Education Consortium, The Journal of Blacks in Higher Education, Asian American Village, Women in Higher Education, Diverse Issues in Higher Education, The Hispanic Outlook in Higher Education, Insight Into Diversity, Blacks in Higher Education, and Hispanics in Higher Education. Colleges and departments also are encouraged to advertise job postings in discipline specific boards and listservs, as well as to share job announcements with colleagues in their respective disciplines. In addition, UCF strives to have diverse search committees who are charged to assist hiring officials with effecting the diversity goals.

Equally important, as set forth in last year's report, the Office of Institutional Equity, the Department of Human Resources and the Office of the Provost and Academic Affairs conducted an in-depth review of the university's search processes to assess whether the processes could be improved to increase efficiency, as well recruitment efforts and diversification of applicant pools. These offices will continue to partner on the development of improvements to the search process in order to ensure equal opportunity for employment and that specifically identified, traditionally underrepresented groups are aware of employment opportunities and actively encouraged to pursue them. To assist with this initiative, the Office of Institutional Equity and the Department of Human Resources are in the process of adding staff to their areas that will support implementation of these search and hiring process improvements.

Also, as set forth in last year's report, following the failed search for UCF's first Vice President for Equity, Inclusion and Diversity in Spring 2019, the University selected an Interim Chief Equity, Inclusion and Diversity Officer to report directly to the President and help the University recruit and retain underrepresented faculty and staff, help underrepresented students reach their academic and professional goals, and develop and lead campus-wide initiatives that address equity, diversity, access and inclusion. As recently as June 2020, President Alexander Cartwright provided the following overview of his action plan to support equity, inclusion, and diversity at UCF:

- Make the position of Chief Equity, Inclusion, and Diversity Officer a Vice President position and, as such, a member of the President's cabinet. A national search will be conducted for this position during Fall 2020.
- Create a President's Executive Committee on equity, inclusion, and diversity.
- Implement a requirement that all units and colleges demonstrate their own commitment to inclusive excellence, through dedicated resources and training.
- Increase institutional resources and full-time staff who are dedicated to helping deliver on these promises.

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- Improve search committee trainings and education.
- Build strong recruitment efforts into the search process to encourage qualified applicants from underrepresented backgrounds to apply, and provide the resources to be competitive in attracting and retaining top talent.

These additional resources will supplement the ones in place including Faculty Excellence (<https://facultyexcellence.ucf.edu/>), which is committed to supporting and strengthening faculty through recruitment, development, and retention of outstanding scholars and educators. Faculty Excellence promotes the growth of academic leaders through professional development opportunities and institutional policies designed to strengthen our collective faculty who advance UCF's mission of discovery, learning, and engagement. Faculty Excellence supports faculty across campus in creating a welcoming and inclusive learning environment for students, and endeavors to diversify our faculty through inclusive excellence.

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**PART VI: AREAS OF IMPROVEMENT AND ACHIEVEMENT**

Part VI presents the required information regarding areas of achievement for 2018-19 goals and areas for improvement in 2019-20.

<b>Areas of Improvement Pertaining to Academic Services, Programs, and Student Enrollment (2019-20)</b>	<b>Achievement Report for Areas of Improvement Pertaining to Academic Services, Programs, and Student Enrollment Identified (2018-19)</b>
<p><i>Goal for 2019-20:</i> Maintain or increase underrepresented member degrees at all levels, and increase underrepresented members obtaining First Professional Degrees.</p>	<p><i>Goals for 2018-19:</i> Maintain or increase underrepresented member degrees at all levels, and increase underrepresented members obtaining First Professional Degrees.</p> <p><i>Result for 2018-19:</i> With regard to Bachelor's degrees, UCF achieved its goal. UCF remained consistent with 58% being earned by female students and 49% being earned by underrepresented categories. Among the racial and ethnic categories, they were relatively consistent with the percentages set forth in last year's report. Notably, the number of degrees awarded increased for students who identified as two or more races, Hispanic, or Black.</p> <p>With regard to Master's Degrees, UCF achieved its goal. UCF remained consistent with 62% of Master's Degrees being earned by female students. With regard to racial and ethnic diversity compared to last year's data, there were slight changes as to most of the individual races/ethnicities with no notable increases or decreases. Approximately 45% of the Master's degrees were earned by individuals in underrepresented categories. With regard to Doctoral Degrees, UCF did not achieve its goal related to female students, but maintained 55% with regard to racial and ethnic diversity. As to female students, the percentage of degrees awarded decreased from 43% to 41%. With regard to First Professional Degrees, UCF achieve its goal in that it maintained its</p>

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	percentage of 36% for underrepresented categories, increased the percentage of degrees awarded to females from 51% to 55, and increased the number of degrees to underrepresented students by one (58 to 59).
<b>Areas of Improvement Pertaining to Gender Equity in Athletics (2019-20)</b>	<b>Achievement Report for Areas of Improvement Pertaining to Gender Equity in Athletics (2018-19)</b>
<i>Goal for 2019-20:</i> Complete upgrade to locker room spaces for Men's and Women's Soccer, Football, Volleyball and Track and Field by the end of 2020.	<p><i>Goal for 2018-19:</i> UCFAA is in the process of upgrading the locker room spaces for Men's and Women's Soccer, Football, Volleyball and Track and Field. Part of the facilities upgrade will also include new offices for Olympic Sport coaches and their assistants. This will be a project that will span over the next three years.</p> <p><i>Result for 2018-19:</i> UCFAA's upgrade of the locker rooms made progress throughout 2018-19. Due to delays related to COVID19, the upgrade was not completed in Spring 2020 but is expected to be completed by the end of 2020.</p>
<b>Areas for Improvement Pertaining to Employment Identified (2019-20)</b>	<b>Achievement Report for Areas of Improvement Pertaining to Employment (2018-19)</b>
<i>Goals for 2019-20:</i> For tenured faculty, increase the number of tenured faculty that identify as female, Black, Hispanic, and Native Hawaiian/Other Pacific Islander. For tenure-track faculty, increase the number of tenure-track faculty that identify as female, as well as maintain or increase the overall diversity percentage for this group (including increasing the number of tenure-track faculty who identify as American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, and two or more races). For non-tenure-earning, increase the overall diversity percentage for this group (including increasing the number of non-tenure-earning faculty who identify as American Indian/Alaskan Native, Asian, and Native	<p><i>Goals for 2018-19:</i> For tenured faculty, increase the number of tenured faculty that identify as female and increase the overall diversity percentage for this group. For tenure-track faculty, maintain or increase the overall diversity percentage for this group. For non-tenure-earning faculty and executive /administrative/ managerial positions, increase the overall diversity percentage for these groups.</p> <p><i>Result for 2018-19:</i> With regard to tenured positions, UCF did not achieve its goal to increase tenured female faculty members. Although UCF experienced an increase in the number of tenured female faculty members (219 to 222), the percentage of tenured female faculty</p>



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<p>Hawaiian/Other Pacific Islander). For executive/administrative/managerial positions, increase the overall diversity percentage for this group (including increasing the number of managers that identify as female, Black, Asian and Native Hawaiian/Other Pacific Islander).</p>	<p>members decreased from 32.1% to 31.7%. Also, although there were slight increases in the number of faculty that identified as Non-Resident Alien (8 to 9), Asian (130 to 138), and Hispanic (39 to 40), there was a decrease in Black faculty (30 to 28) and faculty that identified as American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, or two or more races remained the same (4, 0, and 2, respectively).</p> <p>With regard to tenure track faculty, UCF achieved its goal of increasing the overall diversity percentage from 45% to 51%.</p> <p>With regard to non-tenure-earning faculty, UCF achieved its goal as the overall diversity percentage increased from 22% to 24%.</p> <p>With regard to executive /administrative/ managerial positions, UCF did not achieve its goals as the overall diversity for management occupations decreased from approximately 29% to 27%.</p>
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**Part VII: Protected-Class Representation in the Tenure Process**

When reviewing the tenure process, each university is required to address: (1) disparities identified from comparing protected-class success rates to the success rates for the majority race, and (2) disparities identified from comparing the success rates of females to the success rate of males. The information regarding representation of females and protected class minorities within the tenure process can be seen in the chart below.

**Table 1. Protected-Class Representation in the Tenure Process, 2018-19**

<b>Sex, Race/Ethnicity</b>	<b>Applied</b>	<b>Withdrawn</b>	<b>Denied</b>	<b>Deferred</b>	<b>Nominated</b>
<b>MALES</b>					
American Indian or Alaskan Native	0	0	0	0	0
Asian	3	0	0	0	3
Black or African American	0	0	0	0	0
Hispanic	2	0	0	0	2
Native Hawaiian/Other Pacific	0	0	0	0	0
Two or More Races	0	0	0	0	0
White	13	1	0	0	12
Other, Not Reported	0	0	0	0	0
<b>Total Male (Include Other, Not Reported)</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>17</b>
<b>FEMALES</b>					
American Indian or Alaskan Native	0	0	0	0	0
Asian	3	0	1	0	2
Black or African American	1	0	0	0	1
Hispanic	1	0	0	0	1
Native Hawaiian/Other Pacific	0	0	0	0	0
Two or More Races	0	0	0	0	0
White	8	0	0	0	8
Other, Not Reported	0	0	0	0	0
<b>Total Female (Number and Percent) (Include Other, Not Reported)</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>12</b>
	<b>41.9%</b>	<b>0.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>41.4%</b>
<b>GRAND TOTAL</b>	<b>31</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>29</b>

**LEGEND:**

**APPLIED:** Faculty whose names have been submitted for tenure review. Sum of Withdrawn, Denied, and Nominated (or provide explanation).

**WITHDRAWN:** Faculty who withdrew from tenure consideration after applying for review.

**DENIED:** Faculty for whom tenure was denied during the review process.

**NOMINATED:** Faculty for whom tenure is being recommended by the University

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In the 2018-19 promotion and tenure process, the university had a 94 percent approval rate (29 of 31). One unapproved application that was submitted by a White male was withdrawn. The other application submitted by an Asian female was denied. As to “comparative success” rates, the underrepresented classes had a success rate of 90% (9/10) and White applicants had a success rate of 95% (20/21). Females had a success rate of 92% (12/13) and males had a success rate of 94% (17/18).

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**Part VIII: Promotion & Tenure Committee Composition**

Part VIII sets forth information regarding the racial/ethnic and sex composition of University, College and Department promotion and tenure committees. The information regarding representation of females and protected class minorities on each committee can be reviewed in the chart below.

**Table 1: Promotion and Tenure Committee Composition, AY 2018-19**

Type of Committee	Black or African American		American Indian/ Alaskan Native		Asian		Native Hawaiian or Other Pacific Islander		Hispanic		Two or More Races		White		Other, Not Reported		Total including Other, Not Reported	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
UNIVERSITY COMMITTEE	0	0	0	0	2	1	0	0	0	0	0	0	5	2	0	0	7	3
COLLEGE OF NURSING	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3
Nursing Systems	0	1	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	5
COLLEGE OF OPTICS & PHOTONICS	0	0	0	0	1	0	0	0	0	0	0	0	2	0	0	0	3	0
Optics and Photonics	1	0	0	0	2	0	0	0	0	0	0	0	11	1	0	0	14	1
COLLEGE OF SCIENCES	0	0	0	0	1	0	0	0	2	0	0	0	4	2	0	0	7	2
Physics	0	0	0	0	4	1	0	0	1	0	0	0	10	0	0	0	15	1
Chemistry	0	0	0	0	4	1	0	0	0	1	0	0	8	0	0	0	12	2
Sociology	0	0	0	0	0	0	0	0	2	0	0	0	3	6	0	0	5	6
Anthropology	0	0	0	0	0	0	0	0	0	1	0	0	2	3	0	0	2	4
Mathematics	0	0	0	0	6	1	0	0	0	0	0	0	5	1	0	0	11	2
Statistics	0	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0	3	0
Psychology	0	0	0	0	1	0	0	0	1	0	0	0	12	5	0	0	14	5
Biology	0	0	1	0	0	0	0	0	0	0	0	0	8	3	0	0	9	3
Film & Mass Media	0	0	0	0	0	0	0	0	0	0	0	0	2	3	0	0	2	3

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Communications	0	0	0	0	0	0	0	0	0	0	0	0	1	3	0	0	1	3
COLLEGE OF MEDICINE	0	0	0	0	1	0	0	0	0	1	0	0	2	0	0	0	3	1
Burnett School of Biomedical Sciences	0	0	0	0	6	0	0	0	2	2	0	0	6	5	0	0	14	7
Medical Education	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0
Rosen College of Hospitality Management	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	2	1
Foodservice & Lodging Management	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0
Hospitality Services	0	0	0	0	3	1	0	0	1	0	0	0	2	0	0	0	6	1
Tourism, Events and Attractions	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	2	1
COLLEGE OF ENGINEERING & COMPUTER SCIENCE	0	0	0	0	4	0	0	0	1	0	0	0	1	0	0	0	6	0
Civil, Environmental & Construction Engineering	0	0	0	0	4	0	0	0	0	0	0	0	3	0	0	0	7	0
Computer Science	0	0	0	0	9	2	0	0	1	0	0	0	9	1	0	0	19	3
Mechanical & Aerospace Engineering	1	0	0	0	7	0	0	0	0	0	0	0	1	0	0		9	0
COLLEGE OF ARTS AND HUMANITIES	0	0	0	0	0	2	0	0	1	0	0	0	3	1	0	0	4	3
Music	0	2	0	0	0	0	0	0	1	1	0	0	17	6	0	0	18	9
Theatre	0	0	0	0	0	1	0	0	0	0	0	0	6	1	0	0	6	2
Modern Languages and Literatures	0	0	0	0	0	0	0	0	0	1	0	0	1	1	0	0	1	2
COLLEGE OF COMMUNITY INNOVATION & EDUCATION	1	0	0	0	0	0	0	0	0	0	0	0	6	1	0	0	7	1

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Public Administration	1	0	0	0	1	1	0	0	1	0	0	0	2	4	0	0	5	5
Health Management & Informatics	0	0	0	0	2	0	0	0	1	0	0	0	1	4	0	0	4	4
Counselor Education & School Psychology	1	2	0	0	0	0	0	0	0	0	0	0	1	3	0	0	2	5
Learning Sciences & Educational Research	0	0	0	0	1	1	0	0	0	0	0	0	1	3	0	0	2	4
School of Teacher Education	0	1	0	0	0	0	0	0	2	0	0	0	5	8	0	0	7	9
Criminal Justice	0	0	0	0	0	0	0	0	1	0	0	0	6	5	0	0	7	5
COLLEGE OF HEALTH PROFESSIONS & SCIENCES	0	0	0	0	0	0	0	0	0	1	1	0	0	2	0	0	1	3
Kinesiology & Physical Therapy	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0
Communication Sciences and Disorders	0	0	0	0	0	0	0	0	0	0	0	0	3	3	0	0	3	3
Social Work	0	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	1	2
COLLEGE OF BUSINESS ADMINISTRATION	0	0	0	0	1	0	0	0	0	0	0	0	3	1	0	0	4	1
Management	0	0	0	0	0	0	0	0	0	0	0	0	6	2	0	0	6	2
Accounting	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	3	0
Marketing	0	0	0	0	3	1	0	0	0	0	0	0	2	0	0	0	5	1
GRAND TOTAL	5	6	1	0	66	13	0	0	18	8	1	0	177	91	0	0	268	118

Faculty members elect committee representatives from among the tenured faculty to serve on departmental and college committees, as well as the University committee. For 2018-19, the University Committee was comprised of ten members: seven males, three females, seven White, and three Asian.

Consistent with the last two years, a review of the college committees' composition demonstrated that all college committees had female representation for 2018-19 except for the College of Engineering & Computer Science and the College of Optics & Photonics. Female

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faculty comprised 28% of the college committees' composition. Also, faculty that identified as two or more races (2%), Black (2%), Hispanic (10%), Asian (18%) and White (69%) were members of these committees.

A review of the department committees' composition demonstrated that seven of the 36 department committees had no female representation in 2018-19, which was an increase from six departments from the previous year's report. Specifically, the following department committees lacked female representation: (1) Statistics; (2) Medical Education; (3) Foodservice and Lodging Management; (4) Civil, Environmental and Construction Engineering; (5) Mechanical and Aerospace Engineering; (6) Kinesiology and Physical Therapy; and, (7) Accounting. One department committee had no male representation in 2018-19 (Nursing Systems). Women comprised approximately 31% of the 337 committee members (104 of 337), which was an increase from 29% last year. Non-female representation may be attributed to a number of factors including a comparative lack of tenured female faculty.

Seven department committees included faculty members that identified as Black, which is five less than last year. Fourteen department committees included faculty members that identified as Hispanic (which is one less than last year), and sixteen department committees included faculty that identified as Asian (which is six less than last year). One department committee included an American Indian/Alaska Native faculty member. Overall, similar to representation in last year's report, of the 337 department committee members, 234 identified as White (70%), 70 as Asian (21%), 21 as Hispanic (6%), 10 as Black (3%), and one as American Indian/Alaska Native. This resulted in underrepresented individuals making up approximately 30% of the department committees.

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**PART IX: OTHER REQUIREMENTS**

**A. Budget Plan**

The University of Central Florida's 2018-19 Budget Plan included specific strategies and a budget allocation that supported diversity and inclusion. In addition to funds that supported all the programming and events set forth in the SDES 2018-19 Equity Report (Attachment A), the Provost's Office developed UCF's Faculty Recruitment Program (formerly referred to as the Targeted Opportunity Program (TOP) Inclusive Excellence (IE) Program). This program has been in existence since 2015-16 as a replacement to the previously administered Diversity Enhancement Program. The Faculty Recruitment Program provided funding to hire tenured or tenure-track faculty members. The goal of this program was to increase diversity at UCF and to attract underrepresented faculty members in academic disciplines where underrepresentation was indicated. For 2018-19, this program was utilized for the hiring of six faculty members.

*Procedure:* Each Faculty Recruitment Program line is funded 100% (up to \$100,000) by the Office of the Provost and Academic Affairs for three years and 50% (up to \$50,000) in years four and beyond. There was no pre-determined allocation to the units. Rather, units apply at their will when strong candidates are identified, and the unit does not have a tenure-track or tenured position available for which the candidate is qualified. When a unit identifies a candidate for this Program, the candidate applies to UCF via a unique Faculty Recruitment Program job posting site. The Department of Human Resources confirms that the candidate meets eligibility requirements. The Office of Institutional Equity then prepares an under-representation analysis using standard accepted techniques. Specifically, the faculty representation in each discipline at the relevant levels are compared with appropriate national availability factors. Disciplines with documented underrepresentation of protected classes are identified as disciplines meriting special attention for corrective action under the program. Faculty Recruitment Program candidates also undergo review by at least one Pegasus professor (i.e., a senior UCF scholar who has been recognized by UCF as exemplary in teaching, research, and service) who evaluates the candidate's credentials to ensure the strength of the candidate in terms of the university's teaching, research, and service missions.

*Criteria for hires:* Eligible Faculty Recruitment Program applicants are required to be U.S. citizens or permanent residents who are strong scholars, seek a tenured or tenure-track faculty appointment in an academic discipline, and address a defined area of underrepresentation. All faculty members hired under this program must have strong credentials to meet the criteria for promotion and tenure on the normal schedule for faculty advancement. Thus, appropriate faculty review procedures (e.g., tenure with hire) are required during the appointment process. Final approval for hire rests with the Provost and Executive Vice President based upon all factors mentioned above. The Provost supported the university's equity goals to increase faculty diversity and reduce significant underrepresentation of protected groups and females with a commitment of \$288,000 for the 2015-16 fiscal year, \$958,000 for the 2016-17 fiscal year, \$1,156,365 for the 2017-18 fiscal year, and \$1,742,522 for the 2018-19 fiscal year for the Faculty Recruitment Program.



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**B. President's Evaluation**

For 2018-19, a President's evaluation was not completed as former-President A. Dale Whittaker resigned from his position on February 21, 2019. On April 19, 2019, Thaddeus Seymour began serving as Interim President with Elizabeth Dooley as Provost. On April 13, 2020 Alexander Cartwright was hired as President.

**C. Top Administrators' Evaluations**

For 2018-19, Former-Interim President Thad Seymour completed the evaluations for the Vice President positions that reported to him. Dr. Seymour's evaluations of the Vice Presidents resulted in evaluations of above satisfactory for overall performance, as well as above satisfactory for promotion of cultural diversity.

With regard to the Vice Presidents and Vice Provosts that report to the Provost, those were not completed due to transitions in the President's and Provost's Offices. On April 19, 2019, Dr. Seymour began serving as Interim President with Elizabeth Dooley as Provost. On January 10, 2020, Elizabeth Dooley resigned from her position as Provost and Michael Johnson was appointed as Interim Provost on January 24, 2020. On April 13, 2020 Alexander Cartwright was hired as President. Prior to the resignations and new appointments, the evaluations for the Vice President positions reporting to the Provost were not completed.

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# **ATTACHMENT A**



# TRANSFORMATIVE OPPORTUNITIES

*Inspiring Equity, Diversity and Inclusion*



**2018-19 EQUITY REPORT**

UNIVERSITY OF CENTRAL FLORIDA | DIVISION OF STUDENT DEVELOPMENT AND ENROLLMENT SERVICES

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## EQUITY, DIVERSITY AND INCLUSION FRAMEWORK

SDES is committed to providing a culturally competent and safe environment in which all employees and students embrace the similarities and differences we share. Equity, diversity and inclusion are critical to an individual's holistic development. SDES provides the framework for creating and fostering a campus-wide inclusive environment. We endeavor to foster an inclusive environment through our hiring processes, trainings, self-exploration opportunities and the development of culturally competent SDES faculty, staff and students.

## SDES DIVERSITY HISTORY

Ongoing diversity training is critical to the success of our staff and students. Since 2011, the SDES diversity training program has provided learning opportunities to help raise awareness through self-discovery, drive staff engagement, and strengthen our core values. These efforts are enhanced by our partnership with the Office of Diversity and Inclusion. Staff members earn Diversity Education Units (DEUs) credits that are designed to promote cross-cultural understanding and inclusiveness. DEUs are awarded for multimodal learning activities and programs. Participants earn one DEU for each hour completed. For more information, visit: [www.sdes.ucf.edu/deu/faq/](http://www.sdes.ucf.edu/deu/faq/).

# INTRODUCTION

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Student Development and Enrollment Services (SDES) mission is to create and cultivate an innovative and inclusive learning experience that helps students reach their academic, personal and professional aspirations; to advocate for social awareness and change; and to commit to lifelong learning.

This document contains information on SDES departments, programs, functional areas and committees that contribute to the co-curricular experiences of students and provide support services, programming, advising, and manage campus climate opportunities. SDES is committed to “helping students stay in school, be healthy, and live ethically” (Ehasz, 2017).

# EXECUTIVE SUMMARY PROGRAMS

## ACADEMIC PROGRAMS

TOTAL PROGRAMS, ACTIVITIES AND EVENTS:	TOTAL ATTENDANCE:
79	83,542

**FIRST YEAR ADVISING AND EXPLORATION (FYAE):** is the primary academic advising office for first-time-in-college (FTIC) students. FYAE advisors are available to review General Education Program and degree requirements, to assist with major and career exploration, to explain UCF policies and procedures, to assist with course registration, to refer to other campus offices, and much more.

**FIRST YEAR EXPERIENCE (FYE):** FYE oversees several transitional programs to assist students and their families as they enter the university. Every first-year student and transfer student is required to attend an Orientation session before registering for classes.

**FLORIDA CONSORTIUM:** Florida Consortium helps to provide information on inclusive Florida college programs to students with an intellectual disability and their families as well as postsecondary and secondary staff. Students with an intellectual disability are attending college courses, on campuses around the country, with peers without disabilities, and engaged in internships and paid employment in their communities. As with their peers without disabilities, students with an intellectual disability are also active in their college’s organizations, clubs, and social activities.

**INCLUSIVE EDUCATION SERVICES (IES):** At the University of Central Florida, Inclusive Education Services, offers students with intellectual disabilities an inclusive, comprehensive non-degree seeking academic experience. Our structured curriculum requires a 2.5-year commitment to complete their course of study. Students may choose one of three concentrations from our Professional Services’ Credential which include: Hospitality, Social Services or Education. Students will earn a credential for completing the course of study through the Division of Continuing Education with the support of the College of Innovation and Education.

**MULTICULTURAL ACADEMIC SUPPORT SERVICES (MASS):** The mission of Multicultural Academic and Support Services (MASS) is to maximize student success by assisting Multicultural and First-Generation College Students in their transition to UCF and by connecting with the University community and our partners to promote and facilitate academic support services and programs.

**STUDENT ACADEMIC RESOURCE CENTER (SARC):** Our mission is to strengthen comprehensive learning, enhance retention, and promote student success by providing academic support services to University of Central Florida (UCF) students.

**STUDENT ACCESSIBILITY SERVICES (SAS):** Student Accessibility Services (SAS) views disabilities as an integral part of the rich diversity at the University of Central Florida. To that end, we work collaboratively with students, faculty, and staff to create an inclusive educational environment for students.

**SDS TRIO CENTER:** The term “TRiO” was coined in the late 1960s to describe three federally funded educational opportunity outreach programs. The goal of Student Support Services (SSS) is to increase the college retention and graduation rates of its participants and help students make the transition from one level of higher education to the next.

**TRANSFER & TRANSITION SERVICES (TTS):** Transfer and Transition Services helps transfer students make a seamless transition to a more successful UCF experience. We provide pre-admission and transition advising to transfer students as well as connections to the campus community through a strong Peer Mentor program.

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## ADMISSIONS

TOTAL PROGRAMS, ACTIVITIES AND EVENTS:	TOTAL ATTENDANCE:
13	94,665

**REGISTRAR OFFICE:** The mission of the Registrar’s Office is to provide quality and efficient service to develop and maintain accurate academic records and effectively communicate appropriate information to the UCF community.

**UNDERGRADUATE ADMISSIONS:** At UCF, big things are happening! We prepare you for life and a career. Here you’ll experience the benefits of a complete college experience on a friendly and exciting campus. Our student services and faculty provide a quality education in internationally recognized fields such as engineering, hospitality, digital media and biomedical science.

# CLUBS AND INTRAMURAL ACTIVITIES

TOTAL PROGRAMS, ACTIVITIES AND EVENTS:	TOTAL ATTENDANCE:
22	2,273

**FRATERNITY AND SORORITY LIFE (FSL):** The mission of the Office of Fraternity and Sorority Life is to foster an inclusive environment and commitment to student growth, academic excellence, civic engagement, leadership development, positive relationships, and risk reduction education

**RECREATION AND WELLNESS CENTER (RWC):** The UCF Recreation and Wellness Center (RWC) comprises many programs, such as Intramural Sports, Sports Clubs, Outdoor Adventure, Fitness, and Aquatics. The RWC is open to all students; paid memberships are available for non-students. The RWC offers a vast array of state-of-the-art facilities, includes a custom climbing wall, tennis courts, sand volleyball courts, a disc golf course, numerous intramural sports fields, a leisure pool, and an outdoor lap pool.

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# EDUCATIONAL, WORK, & CAMPUS ENVIRONMENT

TOTAL PROGRAMS, ACTIVITIES AND EVENTS:	TOTAL ATTENDANCE:
186	117,197

**CAREER SERVICES:** UCF Career Services contributes to the university’s goal of offering high-quality undergraduate and graduate education and student development by providing centralized, comprehensive and coordinated career development, experiential learning, and employer relations programs.

**INTEGRITY AND ETHICAL DEVELOPMENT:** The Office of Integrity and Ethical Development (IED) specializes in the promotion of individual responsibility and personal development. Programs are designed to develop awareness toward integrity, ethical decision-making, conflict resolution, and supportive communication. These services are designed to provide students with the college life skills necessary for academic and personal success at UCF.

**LEAD SCHOLARS ACADEMY (LSA):** LEAD Scholars Academy establishes an



environment that will provide through impact practices for comprehensive leadership education, development, and civic engagement opportunities for the UCF community. Through collaboration and partnerships, LSA will incorporate the UCF CREED to create professional, academic and experiential opportunities that challenge, empower, and educate students to become social change agents in a global society.

**OFFICE OF STUDENT CONDUCT:** The Office of Student Conduct, a division of the Office of Student Rights and Responsibilities, provides educational opportunities that foster individual growth, ethical development and personal accountability while promoting the core values of the university: integrity, scholarship, community, creativity, and excellence. (Violence Prevention/Title IX information)

**OFFICE OF STUDENT INVOLVEMENT (OSI):** The mission of the Office of Student Involvement (OSI) is to provide quality programs, services, and leadership opportunities that enrich students' academic endeavors and enhance the campus environment. Students and staff collaborate to develop programs and services which encourage student's personal growth, to promote civic responsibility, to embrace differences, and to connect students to the campus and the community.

**OFFICE OF STUDENT RIGHTS AND RESPONSIBILITY (OSRR):** The Office of Student Rights and Responsibilities promotes a campus climate of integrity, civility, accountability and student well-being by providing a wide array of resources, education, and support services for the university community. The OSRR office is comprised of: Student Conduct, Integrity and Ethical Development and Student Care Services. OSRR also oversees the Golden Rule Student Handbook, The UCF Creed and Title IX reports perpetrated by a student on a student.

**SOCIAL JUSTICE AND ADVOCACY (SJA):** The mission of Social Justice and Advocacy (SJA) is to promote an equitable campus environment where all are assured that diversity, in its many forms, is valued. We will support efforts to increase equal access to campus resources and opportunities, while cultivating inclusiveness to the least advantaged members of the campus community. SJA will advocate to decrease obstacles that prevent students from succeeding at the University of Central Florida.

**STUDENT LEGAL SERVICES (SLS):** The office of Student Legal Services provides enrolled students at UCF with legal counseling and court representation in various areas of the law. The staff attorneys interview each client individually to advise in the areas of law that concern the student. Cases which are not covered by the program guidelines are referred to appropriate agencies or private attorneys through a lawyer referral service

**STUDENT UNION:** The UCF Student Union strives to create an innovative and inclusive environment acting as a catalyst for campus engagement. We are committed to building community by providing programs and experiences that foster student development within quality facilities.

**THE VETERANS ACADEMIC RESOURCE CENTER (VARC):** VARC is your one-stop solution to your needs as a student veteran. We provide offices, study space and lounge space, as well as access to a number of university offices, in one central location. At the Veterans Academic Resource Center, our goals are to: Help you understand and ensure your access to all of the campus resources available to you; Help you succeed by providing study space and special tutoring at your convenience; Help UCF faculty and staff understand your unique needs as a student veteran; Provide you with the tools you need to stay on track and finish your degree.

## HEALTH SERVICES

TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:

51

TOTAL  
ATTENDANCE:

13,825

**COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS):** To serve as an essential mental health resource for UCF students by providing high quality culturally competent, clinical and outreach services and a nationally renowned training program.

**STUDENT CARE SERVICES (SCS):** Student Care Services (SCS) offers guidance, resources, and referrals to UCF students who are experiencing a distressing situation which significantly impacts academic or personal success. Student Care Services supports students experiencing academic or personal concerns by providing a comprehensive network of resources.

**WELLNESS AND HEALTH PROMOTIONS (WHPS):** To promote a culture of well-being where students identify and practice lifelong skills that improve the quality of life.

## HOUSING

TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:

34

TOTAL  
ATTENDANCE:

5,624

**HOUSING AND RESIDENCE LIFE (HRL):** The mission of the Department of Housing and Residence Life is to provide students living in university housing with safe, well-maintained facilities and programs that are conducive to student learning and success.

**NEIGHBORHOOD RELATIONS AND SAFETY EDUCATION:** The Neighborhood Relations and Safety Education office is a one stop shop for all of your off-campus living needs. Neighborhood Relations and Safety Education Office works and involves the student neighborhood information, contact, relationship, and development.

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## UNIQUE CATEGORY

TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:

4

TOTAL  
ATTENDANCE:

555

**CREATIVE SCHOOL:** We believe that all children have the basic right to be educated in a safe and nurturing environment. All children should be provided with time, space, and opportunities needed to discover, accept, and develop themselves to their highest potentials.

# FLORIDA EQUITY REPORT BY DEPARTMENT, PROGRAM, AND FUNCTIONAL AREAS 2018–2019

## ACADEMIC

**TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:**

**79**

**TOTAL  
ATTENDANCE:**

**83,542**

### FIRST YEAR ADVISING AND EXPLORATION

#### **SUMMER ACCESS PROGRAM**

**Summer 2018**

**Attendance:** 409

**Purpose:** Summer Bridge program for selected students who must meet all program requirements to be admitted for the fall 2018 semester. FYAE provides the academic advising support for this population.

**Departments hosting and collaborators:** FYAE, SARC, & MASS

#### **WELCOME EXPO**

**August 2018**

**Attendance:** 2,293

**Purpose:** Welcome event for new and returning students.

**Department hosting and collaborators:** FYAE, University Colleges and Departments, Student Organizations, UCF Offices, and area vendors/businesses

#### **HONORS ADVISING KNIGHTS**

**September 17 & 18**

**Attendance:** 505

**Purpose:** Assist Burnett Honor Students with their spring 2019 registration

**Department hosting and collaborators:** FYAE, Burnett Honors College, College Academic Advising Offices

#### **KNIGHT WATCH PROGRAM**

**Fall 2018 and Spring 2019**

**Attendance:** 129 (fall), 241 (spring)

**Purpose:** Provide additional academic support for FTIC students with a summer term GPA of 2.00–2.59 in either summer or fall semesters during the first year.

**Department hosting and collaborators:** FYAE, Lead Scholars Academy, and Student Academic Resource Center

### FIRST YEAR EXPERIENCE

#### **PEGASUS PALOOZA**

**August 17–August 25, 2018**

**Attendance:** 43,290

**Purpose:** Pegasus Palooza takes place during the first week of every fall semester and is UCF's official welcome week. The purpose of Pegasus Palooza is to provide social, academic and service activities for students to get acquainted with the UCF campus, learn about resources and meet other people. Events are designed to introduce students to campus life and provide them with fun things to do in their first week.

**Department hosting and collaborators:** Varies per event; most SDES offices, and many outside of the division and FYE

#### **OUT-OF-STATE STUDENT MENTORING PROGRAM (OSSM)**

**Fall 2018–Spring 2019**

**Attendance:** 590 students in OSSM, 76 students in the Living Learning Community

**Purpose:** The Out of State Student Mentoring program is a first-year transition program to connect out of state first time in college (FTIC) students to UCF and the Orlando communities. Involvement includes connecting students to on campus events and resources via their assigned peer mentor. Students are offered unique, discounted excursions in the Orlando area to help connect them to their new home. Students have the opportunity to live in the optional living learning community where they connect with other out of state peers on their residence hall floor.

**Department hosting and collaborators:** FYE, FYAE, Housing & Residence Life, RWC

### **SLS 1501 FRESHMAN SEMINAR**

#### **2018-2019 academic year**

**Attendance:** Enrollment in SLS 1501 for the 2018-2019 academic year was 1,909 FTIC students, offered Summer B, Fall, and Spring semesters.

**Purpose:** All read and participate in an engaging class discussion around “Embracing Diversity and Disabilities” as part of the textbook. Strategies for Success (SLS 1501) is a 3-credit hour elective letter grade course designed to assist students in transitioning to the University and collegiate life. In a small engaging classroom setting, the course helps students build a strong academic foundation by developing important life and study skills. Students also learn and apply critical thinking skills towards diversity and social justice issues, career-readiness and other topics that promote student success persistence through the first year and beyond.

**Department hosting and collaborators:** First Year Experience College of Community Innovation and Education

### **LEARNING AND INTERACTING WITH NEW KNIGHTS (LINK)**

#### **Events held throughout the 2018-2019 academic year**

**Attendance:** Varies with each event

**Purpose:** LINK is an education and involvement based program to help first time in college (FTIC) and new Transfer students become engaged with the campus and UCF community.

**Department hosting and collaborators:** Varies per event. SDES office and many outside of the division.

### **ORIENTATION — 2 WEEK UNIT ON ENHANCING CULTURAL PROFICIENCY FOR THE ORIENTATION TEAM LEADERSHIP DEVELOPMENT COURSE SLS2715**

**January 27-February 7, 2019**

**Attendance:** 37 O-Teamers

**Purpose:** To introduce the concepts of individual identity, diversity, inclusion and the importance of being accepting of others as it relates to their work with new students and their guest thought Orientation.

**Department hosting and collaborators:** First Year Experience

### **BEING A RESPONSIBLE KNIGHT**

#### **Summer 2019**

**Attendance:** All incoming FTIC students required to attend the session

**Purpose:** The responsible Knight program focused on introducing incoming FTIC students to campus resources, what it means to be part of the UCF community, and their responsibility to create an environment that is safe, inclusive, and positive.

**Department hosting and collaborators:** First Year Experience , OSRR, Title IX, UCFPD

### **FLORIDA CONSORTIUM ON INCLUSIVE HIGHER EDUCATION**

#### **ORLANDO ECONOMIC DEVELOPMENT SYMPOSIUM**

**January 14, 2020**

**Purpose:** To build a community of business, civic and education leaders in Central Florida who are committed to building a more socially conscious and progressive economy where we find talent in every zip code.

**Department hosting and collaborators:** Florida Consortium, UCF President’s Office, SDES Vice President Office, UCF Constituent Relations

## **INCLUSIVE EDUCATION SERVICES**

### **INCLUSIVE EDUCATION SERVICES STUDENT GRADUATION**

**Spring 2019**

**Attendance:** 4

**Purpose:** Students completed a 3 year program

**Department hosting and collaborators:** Inclusive Education Services

## **MULTICULTURAL ACADEMIC AND SUPPORT SERVICES**

### **MASS STUDENT SUCCESS CONFERENCE**

**August 24–26, 2018**

**Attendance:** 102

**Purpose:** To engage participants on the following five design principles: a) creating a framework for a college-going, college-staying and college graduating culture; b) exploring and resolving underlying cultural and campus related issues which impede the educational achievement of males; c) motivating and inspiring males towards educational achievement and degree attainment; and d) building community partnerships with state colleges, state universities, community-based organizations and community stakeholders.

**Department hosting and collaborators:** Multicultural Academic and Support Services

### **MULTICULTURAL AND ACADEMIC SUPPORT SERVICES EXCELLENCE IN ACTION PROGRAM**

**February 2019**

**Attendance:** 1,029

**Purpose:** To celebrate those students who received a GPA of 3.5 or higher.

**Department hosting and collaborators:** Multicultural Academic and Support Services

### **TRANSFER AND FTIC RECEPTION**

**January 2019**

**Attendance:** 88

**Purpose:** To allow multicultural and first generation students the opportunity to connect with each other and learn about possible academic resources.

**Department hosting and collaborators:** Multicultural Academic and Support Services

### **MASS WELCOME BACK BASH**

**January 2019**

**Attendance:** 231

**Purpose:** To engage FTIC and transfer students with learning about resources, campus departments and student organizations across the campus.

**Department hosting and collaborators:** Multicultural Academic and Support Services, MSC, Fraternity and Sorority Life, UCF PD, Legal Services, FYAE, OSI and various student organizations.

### **SISTER TO SISTER PROGRAM 2018–2019**

**Attendance:** 129

**Purpose:** To provide multicultural and first generation female students the opportunity to connect and learn about various ways to be successful in UCF and in life.

**Department hosting and collaborators:** Multicultural Academic and Support Service

### **KNIGHTS FIRST GENERATION PROGRAM 2018–2019**

**Attendance:** 114

**Purpose:** To provide camaraderie and help first generation students become adjusted to the UCF campus and then get them connected to various support offices on the UCF campus.

**Department hosting and collaborators:** Multicultural Academic and Support Services

### **STUDENT SUCCESS PROCESS IMPROVEMENT, FIRST GENERATION GROUP**

**2018–2019**

**Attendance:** 1,054

**Purpose:** To assist first generation students in persisting at the University, which will eventually lead to meeting the University retention and graduation goals.

**Department hosting and collaborators:** Multicultural Academic, Support Services, and Career Services



## MULTICULTURAL AND FIRST GENERATION NETWORK RECEPTION

January 2018

**Attendance:** 129

**Purpose:** To provide multicultural and first generation students the opportunity to meet with employers and make connections which could lead to possible internships, part time or full time employment.

**Department hosting and collaborators:**

Multicultural Academic and Support Services and Career Services

## STUDENT SUCCESS PROCESS INVOLVEMENT MINORITY MALE GROUP 2018–2019

**Attendance:** 1,225

**Purpose:** To assist multicultural males to persist at the University, which will lead to meeting the University's overall retention and graduation goals.

**Department hosting and collaborators:**

Multicultural Academic and Support Services

## BROTHER TO BROTHER PROGRAM 2018–2019

**Attendance:** 92

**Purpose:** The mission of the Brother to Brother (B2B) program is to provide academic, career, and leadership assessment (development), social and financial support to multicultural or first generation undergraduate males who are enrolled part or full time at UCF. The program offers leadership development, career exploration, academic skill building and social enrichment activities.

**Department hosting and collaborators:**

Multicultural Academic and Support Services

## LATINOS IN ACTION CONFERENCE March 6, 2019

**Attendance:** 969

**Purpose:** To help Latino high school and middle school students understand the importance of getting a college education.

**Department hosting and collaborators:**

Multicultural Academic and Support Services

## DACA DREAMER EVENTS

2018–2019 academic year

**Attendance:** 299

**Purpose:** To assist those undocumented students at UCF by providing them with a sense of belonging and to advocate for those student on the UCF campus.

**Department hosting and collaborators:**

Multicultural Academic and Support Services and Financial Aid

## DIVERSITY SCHOLARSHIPS (DEST)

Fall 2018

**Attendance:** 18

**Purpose:** To provide multicultural, first generation and low income transfer students a scholarship to assist them in their pursuit of higher education at the University of Central Florida.

**Department hosting and collaborators:**

Multicultural Academic, Support Services

## MASS LUNCH AND LEARN PROGRAM

2018–2019 academic year

**Attendance:** 65

**Purpose:** To provide multicultural and first generation students the opportunity to network with UCF faculty and staff on campus by asking those individuals out to lunch to learn more about what they do and further enhance the relationship between under represented students and UCF faculty and staff.

**Department hosting and collaborators:**

Multicultural Academic and Support Services

## MASS SCHOLARSHIPS

2018–2019 academic year

**Attendance:** 48

**Purpose:** To provide multicultural and first generation students the opportunity to secure scholarship money by attending various engagement events/workshops conducted by different departments on campus. It provides the students the opportunity to meet other professionals at UCF and gain valuable knowledge about those programs, as well as assisting them financially.

**Department hosting and collaborators:**

Multicultural Academic and Support Services, Financial Aid, Pre-Law, Pre Health, Career Services, MSC and Academic Advancement Program

**NON-FLORIDA WIAVER PROGRAM****2018–2019 academic year****Attendance:** 17

**Purpose:** To provide financial assistance to those multicultural and first generation students who are non Florida residents. These funds will help offset the additional cost of attending UCF as an out of state student.

**Department hosting and collaborators:**

Multicultural Academic and Support Services

**ACCESS CLOSING CEREMONY****August 2018****Attendance:** 670

**Purpose:** To provide a closing ceremony to recognize those students who have successfully completed the ACCESS Program.

**Department hosting and collaborators:**

Multicultural Academic and Support Services, FYAE and SARC

**DR. VALERIE KING FIRST GENERATION NGUZO CELEBRATION****May 2018****Attendance:** 50 (First Generation Students)

**Purpose:** To recognize the first generation students who have graduated from the University of Central Florida.

**Department hosting and collaborators:**

Multicultural Academic and Support Services, MSC and Black Faculty and Staff Association

**STUDY ABROAD TRIP TO CHINA****May 2018****Attendance:** 5 (Sponsored by MASS)

**Purpose:** To provide the opportunity for multicultural and first generation students to study and visit another country outside of the United State.

**Department hosting and collaborators:**

Multicultural Academic and Support Services and MSC

**AVP GRADUATION LETTER TO SPRING FIRST GEN SPRING GRADUATES****May 2019****Attendance:** 1,973

**Purpose:** To congratulate those first generation students who have graduated from the University of Central Florida.

**Department hosting and collaborators:**

Multicultural Academic and Support Services

**BLACK FACULTY AND STAFF ASSOCIATION 25TH ANNUAL JOSEPH C. ANDREW'S ANNUAL MENTORING CELEBRATION****January 2019****Attendance:** 500

**Purpose:** To recognize the mentoring relationships on the UCF campus.

**Department hosting and collaborators:**

Multicultural Academic and Support Services, MSC and Black Faculty and Staff Association

**STUDENT ACADEMIC RESOURCE CENTER****BRING YOUR “A” GAME: GETTING A’S USING TIME MANAGEMENT****September 6, 2018****Attendance:** 29

**Purpose:** Develop techniques necessary to become an effective time manager. Learn how to prioritize, make effective lists, and become better at multi-tasking and studying

**Department hosting and collaborators:** Student Academic Resource Center

**GOAL SETTING****September 13, 2018****Attendance:** 24

**Purpose:** Wondering what GPA is needed to make President’s List? Learn what strategies are necessary to make this goal a Reality.

**Department hosting and collaborators:** Student Academic Resource Center



**STUDY SMARTER, NOT HARDER: STUDY SKILLS & TEST PREPARATION****September 20, 2018****Attendance:** 10**Purpose:** Learn from our experts the tricks of the trade on how to prepare for your exams.**Department hosting and collaborators:** Student Academic Resource Center**NO STRESS ZONE: REDUCING TEST TAKING ANXIETY****October 2, 2018****Attendance:** 17**Purpose:** Does the thought of a looming test get you nervous and shaky? Learn tips to help you breeze through your next test stress free!**Department hosting and collaborators:** Student Academic Resource Center**BRING YOUR “A” GAME: GETTING A’S USING TIME MANAGEMENT****October 11, 2018****Attendance:** 16**Purpose:** Develop techniques necessary to become an effective time manager. Learn how to prioritize, make effective lists, and become better at multi-tasking and studying.**Department hosting and collaborators:** Student Academic Resource Center**STUDY SMARTER, NOT HARDER: STUDY SKILLS & TEST PREPARATION****October 18, 2018****Attendance:** 16**Purpose:** Learn from our experts the tricks of the trade on how to prepare for your exams.**Department hosting and collaborators:** Student Academic Resource Center**STAYING AHEAD OF THE GAME: AVOIDING PROCRASTINATION****November 6, 2018****Attendance:** 18**Purpose:** Learn why students procrastinate, how to identify it and how to overcome the procrastination cycle. Learn how to be more effective and successful here at UCF.**Department hosting and collaborators:** Student Academic Resource Center**FINAL EXAM PREPARATION****November 27, 2018****Attendance:** 29**Purpose:** Are you starting to feel overwhelmed in preparing for final exams? Learn how to regain control and make finals week a week of success.**Department hosting and collaborators:** Student Academic Resource Center**STUDY UNION****December 1–4, 2018****Attendance:** 11,994 including in-person, live streaming and recorded sessions.**Purpose:** Learn how to prioritize, make effective lists, and become better at time management.**Department hosting and collaborators:** Student Academic Resource Center**DON’T STOP BELIEVIN: SETTING GOALS & ACHIEVING THEM****January 22, 2019****Attendance:** 9**Purpose:** Feeling unmotivated? Learn the skills needed to set and achieve realistic goals.**Department hosting and collaborators:** Student Academic Resource Center**UNDER PRESSURE MANAGING TEST ANXIETY****February 12, 2019****Attendance:** 11**Purpose:** Do you have test anxiety? Learn more about where this kind of anxiety comes from and how to overcome it for your next exam.**Department hosting and collaborators:** Student Academic Resource Center**WORKING FOR THE WEEKEND DEVELOPING BETTER STUDY HABITS****February 26, 2019****Attendance:** 13**Purpose:** Learn from our experts the tricks of the trade on how to best prepare for your exams.**Department hosting and collaborators:** Student Academic Resource Center

## BEAT IT PROCRASTINATION

March 19, 2019

Attendance: 9

**Purpose:** Do you keep pushing things off? Learn how to beat the procrastination cycle.

**Department hosting and collaborators:** Student Academic Resource Center

## THE FINAL COUNTDOWN: PREPARING FOR FINALS

April 11, 2019

Attendance: 10

**Purpose:** Are you starting to feel overwhelmed in preparing for final exams? Learn how to regain control and make finals week a week of success.

**Department hosting and collaborators:** Student Academic Resource Center

## STUDY UNION

April 21–24, 2019

**Attendance:** 10,489 including in-person, live streaming and recorded sessions

**Purpose:** To provide final exam review sessions to students.

**Department hosting and collaborators:** Student Academic Resource Center

## TIME AFTER TIME MANAGING A STUDENT SCHEDULE

June 26, 2019

Attendance: 19

**Purpose:** Develop techniques necessary to become an effective time manager. Learn how to prioritize make effective lists, and become better at multi-tasking and studying

**Department hosting and collaborators:** Student Academic Resource Center, First Year Experience and University Housing

## BEAT IT: PROCRASTINATION

July 2, 2019

Attendance: 16

**Purpose:** Learn why students procrastinate, how to identify it and how to overcome the procrastination cycle. Learn how to be more effective and successful here at UCF.

**Department hosting and collaborators:** Student Academic Resource Center, First Year Experience and University Housing

## FINAL COUNTDOWN: PREPARING FOR FINALS

July 22, 2019

Attendance: 30

**Purpose:** Are you starting to feel overwhelmed in preparing for final exams? Learn how to regain control and make finals week a week of success.

**Department hosting and collaborators:** Student Academic Resource Center, First Year Experience and University Housing

## ACCESS PROGRAM

Summer 2018

Attendance: 409

**Purpose:** Summer Bridge program for selected students who must meet all program requirements to be admitted for the fall 2018 semester. SARC provides the academic support for this population

**Department hosting and collaborators:** Student Academic Resource Center, First Year Advising & Exploration and Multicultural Academic and Support Services.

## STUDENT ACCESSIBILITY SERVICES

### DISABILITY RIGHTS, BARRIERS AND YOU

October 26, 2018

Attendance: 7 SDES staff

**Purpose:** Led by Student Accessibility Services, this interactive workshop will explore some of the greatest disability barriers that exist in day-to-day activities. The discovery will lead to a paradigm shift in how disability is viewed. Everyone who attends will be able to identify at least one action-item take-away that they can use to contribute to a more accessible and inclusive environment for people with disabilities.

**Department hosting and collaborators:** Student Accessibility Services

### BARRIERS BE GONE ESCAPE ROOM ACTIVITY

September 26, 2018

Attendance: 16 LEAD Scholar Students

**Purpose:** Based on the popular escape room game concept, Student Accessibility Services and Inclusive Education Services challenge teams to be locked in a room full of barriers. Players need to learn about accessibility and inaccessible

approaches in order to solve the clues to escape. The general feedback and impact reported is that those who play gain various insight on social barriers that impact disabled individuals. Every group seems to learn something different based on life experiences and perspectives.

**Department hosting and collaborators:** Student Accessibility Services and LEAD Scholars

### **BARRIERS BE GONE ESCAPE ROOM ACTIVITY**

**October 5, 2018**

**Attendance:** 26 Rosen Faculty

**Purpose:** Based on the popular escape room game concept, Student Accessibility Services and Inclusive Education Services challenge teams to be locked in a room full of barriers. Players need to learn about accessibility and inaccessible approaches in order to solve the clues to escape. The general feedback and impact reported is that those who play gain various insight on social barriers that impact disabled individuals. Every group seems to learn something different based on life experiences and perspectives.

**Department hosting and collaborators:** Student Accessibility Services and Rosen College Of Hospitality

### **BARRIERS BE GONE ESCAPE ROOM ACTIVITY**

**November 9, 2018**

**Attendance:** 82 students, faculty and staff

**Purpose:** Based on the popular escape room game concept, Student Accessibility Services and Inclusive Education Services challenge teams to be locked in a room full of barriers. Players need to learn about accessibility and inaccessible approaches in order to solve the clues to escape. The general feedback and impact reported is that those who play gain various insight on social barriers that impact disabled individuals. Every group seems to learn something different based on life experiences and perspectives.

**Department hosting and collaborators:** Student Accessibility Services

### **INCLUSION AND INTELLECTUAL DISABILITY: THE EVOLVING STORY**

**November 16, 2018**

**Attendance:** 18 staff

**Purpose:** Led by Inclusive Education Services, this workshop discussed the Inclusive Education Services program at UCF and highlighted why this program is so important for people with intellectual disabilities is defined in our culture and how our culture may limit opportunities for people with intellectual disabilities.

**Department hosting and collaborators:** Inclusive Education Services.

### **BARRIERS BE GONE ESCAPE ROOM ACTIVITY**

**March 22, 2019**

**Attendance:** 56 students, faculty and staff

**Purpose:** Based on the popular escape room game concept, Student Accessibility Services and Inclusive Education Services challenge teams to be locked in a room full of barriers. Players need to learn about accessibility and inaccessible approaches in order to solve the clues to escape. The general feedback and impact reported is that those who play gain various insight on social barriers that impact disabled individuals. Every group seems to learn something different based on life experiences and perspectives.

**Department hosting and collaborators:** Student Accessibility Services

## **SDS TRIO CENTER**

### **TRIO — PROJECT EDGE SUMMER RESIDENTIAL COMPONENT**

**June 10–July 27, 2018**

**Attendance:** 30

**Purpose:** The Summer Residential Component is an intensive six week session which takes place on the University of Central Florida Campus and Edgewater High School. During this period, the Upward Bound students live in a residence hall for two weeks and attend classes designed to improve their academic skills. Field trips to cultural events and visits to other colleges and universities are just two of the activities undertaken during the Summer Residential Component.

**Department hosting and collaborators:** SDS TRiO Center, Office of Student Financial Assistance, Office of Academic Integrity, UCF Cares, UCF Global, Housing & Residence Life, Office of Diversity and Inclusion, Institute for Simulation & Training, Recreation & Wellness Center, Rosen College of Hospitality Management and Undergraduate Admissions.

### **TRIO — UPWARD BOUND SUMMER ACADEMY**

**June 10–July 25, 2018**

**Attendance:** 26

**Purpose:** The purpose of the program is to provide opportunities so that participants can succeed in their pre-collegiate performance and higher education pursuits. The 6 week Summer Academy focuses on academic skills, student success skills, diversity skills. Mental and health wellness, Financial Aid and financial literacy, personal motivation, targeted tutoring, critical thinking skills, career guidance and exposure to cultural and extra-curricular activities. The curriculum consists of Mathematics, English, Foreign Language and Science.

**Department hosting and collaborators:** SDS TRiO Center, Office of Student Financial Assistance, MASS, Recreation and Wellness, Career Services, Office of Diversity and Inclusion, College of Engineering (Dr. Pamela McCauley), Office of Social Justice and Advocacy, Housing & Residence Life.

### **TRIO — ACADEMIC COACHING**

**July 1, 2018–June 30, 2019**

**Attendance:** 261

**Purpose:** The Academic Coach worked with students to develop effective time management. The Academic Coach discussed with students how they were spending their time and whether they needed to adjust their schedules in order to accommodate goals and priorities. Study plan included: school/classes, work, family and friends, and personal care.

**Department hosting and collaborators:** SDS TRiO Center

### **TRIO — PRIME STEM ORIENTATION**

**September 5, 2018**

**Attendance:** 32

**Purpose:** To welcome the students back to campus and provide important information for the semester. We reviewed the fall calendar of events and discussed activities taking place during the semester. WE also provided the scholars with important dates, such as advising weeks, the withdrawal deadline, last day to remove incomplete, and the grade forgiveness deadline.

**Department hosting and collaborators:** SDS TRiO Center

### **TRIO — EXAM JAM**

**December 4, 2018**

**Attendance:** 61

**Purpose:** Hosted a fall semester Study Day, SSS provided scholars with breakfast and information about financial literacy. Myths concerning building credit, student loans and effectively managing your money were covered. Additionally, scholars were able to take a break from studying and have a nutritious meal.

**Department hosting and collaborators:** TRiO & Fairwinds

### **TRIO — TRIO DAY OF SERVICE**

**February 23, 2019**

**Attendance:** 7

**Purpose:** The scholars wrote handwritten letters of appreciation to our current and past military personnel.

**Department hosting and collaborators:** SDS TRiO Center

**PRIME STEM ORIENTATION****March 22, 2019****Attendance:** 50

**Purpose:** To welcome students back to campus and provide important information for the semester. We reviewed the fall calendar of events and discussed activities taking place during the semester. We also provided the scholars with important dates, such as advising weeks, the withdrawal deadline, last day to remove an incomplete, and the grade forgiveness deadline.

**Department hosting and collaborators:** SDES  
TRiO Center

**STEM CAREER ACADEMY****April 5, 2019****Attendance:** 18

**Purpose:** The fourth annual STEM Career Academy offered several workshops on career readiness, which included creating an elevator pitch, developing an effective cover letter, preparing for interviews, networking, and a keynote address by Dr. Danielle Webster. Dr. Webster is an Associate Lecturer in the UCF Health Sciences Department. The event was developed in response to the gap in post-graduate employment of first-generation students and assists them in developing skills and knowledge that are needed for employment. The day concluded with a networking reception with six industry representatives from the central Florida area from a diversity of fields including engineering, medicine, and information technology.

**Department hosting and collaborators:** TRiO, Career Services and faculty from the College of business UCF & Business Incubator

**TRiO END OF YEAR CELEBRATION****April 17, 2019****Attendance:** 69

**Purpose:** This annual event is designed to celebrate the academic and personal achievements of our scholars as well as our graduating seniors. The focus was on the success of our low-income and first-generation students who seek to improve their lives academically and personally. Students were recognized for academic excellence, above and beyond participation, and dedication to financial literacy. The graduating seniors received

a graduation cord, a book about life after college, and a padfolio.

**Department hosting and collaborators:** TRiO, MASS, McNair, Career Services

**EXAM JAM****April 23, 2019****Attendance:** 22

**Purpose:** PRIME STEM hosted an exam jam on Study Day to provide the scholars with cookies and information about financial literacy.

**Department hosting and collaborators:** TRiO & Fairwinds

**TALENT SEARCH****May 29, 2019****Attendance:** 57

**Purpose:** This event recognized our participants' hard work throughout the academic year. It also engaged parents in the college access process. Students participating in a scavenger hunt on campus.

**Department hosting and collaborators:** TRiO

**PROJECT EDGE SUMMER RESIDENTIAL COMPONENT****June 4–July 26, 2019****Attendance:** 19

**Purpose:** The Summer Residential Component is an intensive six-week session which takes place on the University of Central Florida campus and Edgewater High School. During this period, the Upward Bound students live in a residence hall for two weeks and attend classes designed to improve their academic skills. Field trips to cultural events and visits to other colleges and universities are just two of the activities undertaken during the Summer Residential Component.

**Department hosting and collaborators:** TRiO, Management and Undergraduate Admissions.

**TRiO HITMAKERS' STUDENT SESSION****June 4–7, 2019****Attendance:** 19

**Purpose:** The TRiO Hit Makers Session was designed to provide students with a fun, hands-on introduction to a basic understanding of the aesthetic, creative, and logistical decisions involved in narrative filmmaking. The program that



challenged students to write, direct, and edit their own films. Students explored directing techniques, producing, cinematography and sound recording. Students were also exposed to a multitude of careers that require a post-secondary degree.

**Department hosting and collaborators:** TRiO

### **COLLEGE BOOT CAMP FOR HIGH SCHOOL SENIORS**

**June 9–12, 2019**

**Attendance:** 15

**Purpose:** This event was developed to prepare our rising 12th grade at-risk students for college admission process and for academic success for upcoming school year. This event also exposed high school students to college campus life through a campus tour and a college panel of UCF students sharing their perspective on leadership and their collegiate experience and success. Students were able to apply to their colleges early, register for the SAT and ACT, learn about the Financial Aid process, scholarships, majors/careers and how to write an effective college essay.

**Department hosting and collaborators:** TRiO, Undergraduate Admissions, Office of Student Financial Assistance, Dining Services, Career Services, LEAD Scholars, Housing & Residence Life, Recreation and Wellness.

### **PROJECT RISE SUMMER ACADEMY**

**June 10–July 26, 2019**

**Attendance:** 33

**Purpose:** Upward Bound Program serves first generation, low income high school students. The program provides support and resources for participants to succeed in their pre-collegiate performance and ultimately in their post-secondary educational pursuits. As part of our six-week summer program, students will spend a week residing at UCF's campus housing, eating in the dining hall, and attending summer bootcamp workshops covering topics such as academic success, SAT/ACT prep, and college readiness. Students also participated in instruction in core classes. The Summer Academy provided a firsthand opportunity for students to experience college life.

**Department hosting and collaborators:** TRiO, Lead Scholars, Office of Student Financial Assistance, Career Services, Diversity & Inclusion, MASS, Arboretum, Limitless, and Office of Institutional Equity.

### **TRIO — STUDENT SUPPORT SERVICES/ PRIME STEM: STEM CAREER ACADEMY** **May 2, 2018**

**Attendance:** 21 students, staff and industry partners

**Purpose:** The third annual STEM Career Academy offered several workshops on career readiness, resumes, networking, graduate school, and a keynote address by Dr. Candice Bridge. Dr. Bridge is an Assistant Professor in the UCF Chemistry Department. The event was developed in response to the gap in post-graduate employment of first generation students and assists them in developing skills and knowledge that are needed for employment. The day concluded with a networking reception with eight industry representatives from the central Florida area from a diversity of fields including computer science, nursing, and solar energy. Attendees made several industry connections which can lead to opportunities for mentorship, internships, and career placement in the future.

**Department hosting and collaborators:** SDES TRiO Center

### **TRIO — TALENT SEARCH: PROJECT PACE & PROJECT REACH: PROJECT PACE & REACH SUMMER ACADEMY** **June 12–28, 2018**

**Attendance:** 75

**Purpose:** The Talent Search Summer Academy was designed to provide pre-collegiate exposure to middle and high school participants through social development and college and career exploration. Daily team building and leadership activities and exposed participants to different STEM careers and majors. High school seniors participated in a two day senior boot camp and received help in the beginning process of the college admissions process. The seniors participated in workshops on the college essay, financial literacy, the common application, and career services.

**Department hosting and collaborators:** SDES TRiO Center, UCF Career Services, UCF Police,

UCF Undergraduate Admissions, College of Medicine, Rosen College of Hospitality Management, Naval Air Warfare Center Training Systems Div. /Institute for Simulation & Training, Lockheed Martin, UCF Office of Student Financial Assistance and Lake Highland Preparatory School.

### **TRIO — UPWARD BOUND: PROJECT ACE, PROJECT EDGE & PROJECT RISE: UPWARD BOUND SUMMER ACADEMY**

**June 10–July 27, 2018**

**Attendance:** 59 students 25 staff members

**Purpose:** The program provides opportunities for participants to succeed in their precollege performance and ultimately in their higher education pursuits. The program serves first-generation, low-income high school students. The goal of Upward Bound is to increase the rate at which participants complete secondary education and enroll in and graduate from institutions of postsecondary education. As a part of our six-week summer program, students will spend a week on our campus where they will reside in the dorm, eat in the dining hall, and engage in a rigorous academic curriculum. The purpose is to allow the students to experience first-hand, college life.

**Department hosting and collaborators:** SDES TriO Center, Financial Aid, Office of Academic Integrity, MASS, UCF Cares, Library, Institute for Simulation & Training, Recreation and Wellness, Rosen College of Hospitality Management, Undergraduate Admissions, Career Services, Office of Diversity and Inclusion, UCF Global. Students also took trips include Florida Holocaust Museum, Escape Room, Rollins College, and to the FL TRIO Summer Olympics (in Tampa).

### **TRIO — UPWARD BOUND: PROJECT ACE, PROJECT EDGE & PROJECT RISE: TRIO FORUM “ACADEMIC SUCCESS UNDER CONSTRUCTION”**

**June 15, 2018**

**Attendance:** 110

**Purpose:** Guest speakers and TRIO Alumni interacted with Upward Bound Scholars to share their stories about their journey to a college degree. The students of Project EDGE created the theme, “Academic Success Under Construction” to

express the changes they are making in their lives such as cutting out distractions, building better study habits, hitting the books, and measuring their success. These things serve as their building blocks for ensuring that they graduate from high school and for making them competitive for the rigorous college admission process. Speakers included Dr. Maribeth Ehasz, Dr. Daniel Jean, Montclair State University and Chief Cornita Riley, Orange County Corrections Department.

**Department hosting and collaborators:** SDES TriO Center

### **TRIO — TALENT SEARCH PROJECT PACE & REACH SUMMER ACADEMY: FINANCIAL LITERACY SERIES**

**Throughout the academic year**

**Attendance:** Workshops were facilitated for 268 first-generation and/or low-income students participating in the SDES TRIO Center. Attendance varied at each workshop

**Purpose:** These workshop were created to help scholars develop financial literacy tools. Topics included Debt Management, Healthy Eating on a Budget, Credit 101, Savings Smarts, Financial Literacy Plan, Salary Negotiations and Student Loan Repayment.

**Department hosting and collaborators:** SDES TriO Center, Fairwinds, Financial Aid & Adulting/ Career Services. Adulting/Career Services.

## **TRANSFER & TRANSITION SERVICES**

### **FACULTY SERIES ON TRANSFER SUCCESS AND TRANSFER ADVOCATES DIVERSITY SERIES**

**Fall 2018, Spring 2019**

**Attendance:** 49 Faculty completed the first Faculty series cohort.

**Purpose:** UCF’s Institute for Transfer Success, housed within the Office of Transfer and Transition Services, serves as a university, state, and national resource center for the advancement of transfer student information and collaborative initiatives. This is done by providing research, assessment, and professional development to the UCF community and beyond.

**Department hosting and collaborators:** Transfer & Transition Services Office of Diversity and

Inclusion, Faculty Center for Teaching and Learning Alliance (Faculty, Academic Deans, Career Services, SDES)

## FLORIDA SUMMIT ON ACCELERATING TRANSFER SUCCESS

September 18, 2018

**Attendance:** 225

**Purpose:** To share tools and strategies for accelerating transfer success as a priority on Florida College System and State University System campuses. Across the state. Educational breakout sessions are hosted on student success topics related to admissions, advising and data driven decision making.

**Department hosting and collaborators:** Transfer and Transition Services Florida Consortium of Metropolitan Universities.

## SUCCESSFUL EARLY EXPLORATION PROGRAM (SEE UCF)

Fall 2018, Spring 2019

**Attendance:** 356 combined semester total

**Purpose:** This free full day experience is specifically designed for the first year Valencia College students to discover and prepare for a successful transition into the University of Central Florida.

**Department hosting and collaborators:** TTS, UCF Connect, Academic Colleges, Office of Student Involvement, Career Services and Experiential Learning.

## ADMISSIONS

TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:

13

TOTAL  
ATTENDANCE:

94,665

## REGISTRAR'S OFFICE

### PREFERRED NAME OPTION FOR STUDENTS — ENHANCEMENTS TO STUDENT SYSTEM

Continuous

**Attendance:** Option available to over 69,000 currently enrolled students.

**Purpose:** Allows students who identify with a particular gender that differs from what was on record when their information was originally entered into the database, to declare a preferred name. The preferred name will appear on grade rosters, class rosters, and in WebCourses so that faculty will correctly associate the student's preferred name with his or her student records. In addition, during the 2018-19 Academic Year, the preferred name is now displayed on the student ID card.

**Department hosting and collaborators:** Registrar's Office, Center for Distributed Learning, UCF Card Services, Social Justice and Advocacy

### COMMENCEMENT — ACCESSIBILITY TEAM

**August 4, 2018; December 14-15 2018 ; May 2-4, 2019. This event is recurring 3X annually**

**Attendance:** Approximately 13,000 students participate in Commencement annually.

**Purpose:** Within the Commencement team, the Registrar's Office appoints a small team to work specifically with students and their guests with disabilities to ensure that the event is fully accessible. This includes logistics before the ceremony in arranging to have an interpreter, captioning if needed, special seating, and arranging assistance with mobility or vision concerns. Personnel are specifically assigned to each student who has requested accommodations



to ensure that their needs are met and this may include assisting the student on the platform when the diploma presented.

**Department hosting and collaborators:** Registrar's Office, Student Accessibility Services

## **UNDERGRADUATE ADMISSIONS**

### **KNIGHT FOR A DAY OPEN HOUSES, ROSEN CAMPUS OPEN HOUSES AND ADMITTED STUDENT OPEN HOUSES**

**(2018) July 21, September 22, October 13, October 19, November 3, (2019) January 26, February 15, March 30, April 13**

**Attendance:** Prospective Students: 3,378; Total Guests 9,186

**Purpose:** To introduce prospective students and their families to the University of Central Florida (including academic information, student support

services, housing, financial assistance, co-curricular opportunities, and the admission process)

**Department hosting and collaborators:** Hosted by Undergraduate Admissions in collaboration with all colleges and various departments throughout the university

### **INTERNATIONAL DIRECT CONNECT TO UCF**

**October 5, 2018 and February 6, 2019**

**Attendance:** 10/5; 31 students, 2/6; 70 students

**Purpose:** To promote educational opportunities available at UCF to international students currently studying at Valencia and looking to complete their education at UCF.

**Department hosting and collaborators:** UCF Global, UCF Connect, Housing and Residence Life, RWC, and Undergraduate Admissions

## **CLUB AND INTRAMURAL ACTIVITIES**

**TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:**

**22**

**TOTAL  
ATTENDANCE:**

**2,273**

## **FRATERNITY AND SORORITY LIFE**

### **GREEK LEADERSHIP INSTITUTE/ FRATERNAL UNIVERSITY**

**First Six Weeks of IFC New Member Education  
Fall and Spring**

**Attendance:** 334

**Purpose:** To provide training to new community members on hazing, sexual assault, bystander intervention, alcohol and drug prevention, and how to become better fraternal members.

**Department hosting and collaborators:** Office of Fraternity and Sorority Life, Student Health Services, Green Dot and Integrity and Ethical Development

### **CULTURAL COUNCIL'S RISK PREVENTION DAY**

**August 26, 2018**

**Attendance:** 145

**Purpose:** To provide training to new community members on hazing, sexual assault, bystander intervention, alcohol and drug prevention, and safe zone training.

**Department hosting and collaborators:** Office of Fraternity and Sorority Life, Student Health Services, SJA, Victim Services and Green Dot

### **CULTURAL COUNCIL'S RISK PREVENTION DAY**

**January 12, 2019**

**Attendance:** 73

**Purpose:** To provide training to new community members on hazing alcohol and drug prevention, bystander intervention, and safe zone training.

**Department hosting and collaborators:** Office of Fraternity and Sorority Life, Student Health Services, Victim Services/Green Dot, Social Justice and Advocacy

## U-TALK: DIVERSITY

**March 20, 2019**

**Attendance:** 65

**Purpose:** Education on diversity topics as they relate to the fraternity and sorority community. Six roundtable topics included transgender membership, religious identities in our organizations, tokenizing minority members, personal identity not aligning with traditional identity of the organization, socioeconomic status, and inclusivity of LGBTQA+ members.

**Department hosting and collaborators:** Office of Fraternity and Sorority Life, Multicultural Student Support Services, Office of Student Conduct, Housing and Residence Life, Office of Student Rights and Responsibilities

## RECREATION & WELLNESS CENTER

### KNIGHT'S LEADERSHIP SERIES: CAMPUS CONVERSATIONS: HOW TO HAVE DIFFICULT DISCUSSIONS AND RACE AND COMMUNITY POLICING

**October 18, 2018**

**Attendance:** 62 participants

**Purpose:** Partnership with SJA and UCF PD designed to increase campus relationships between faculty, staff and students with UCF PD.

**Department hosting and collaborators:** RWC

### INCLUSIVE RECREATION EXPO

**October 19, 2018**

**Attendance:** 122 participants

**Purpose:** Promote equity, diversity, inclusion respect and responsibility

**Department hosting and collaborators:** RWC and Orlando Community

### WOUNDED WARRIOR CAMP

**January 19–20, 2019**

**Attendance:** 36

**Purpose:** Partnership with the Wounded Warrior Project to promote inclusive and increase awareness

of sports for people with visual disabilities.

**Department hosting and collaborators:** RWC & Visually

## CULTURAL DANCE SERIES

**SAMBA — September 19, 2018**

**Attendance:** 60

**AFRICAN DANCE — February 19, 2019**

**Attendance:** 33

**Purpose:** The Cultural Dance Series is a partnership with the Multicultural Student Center to spread knowledge of other cultures through dance.

**Department hosting and collaborators:** RWC

## INTRAMURALS

**July 19, 2019**

**Attendance:** 18

**Purpose:** Promote active recreation and wellness for students with any physical ability.

**Department hosting and collaborators:** RWC

## GOALBALL

**July 19, 2019**

**Attendance:** 18

**Purpose:** Promote active recreation and wellness for students with any physical ability.

**Department hosting and collaborators:** RWC

## GLOBAL UCF WORLD CUP

**October 22–29, 2018**

**Attendance:** 352

**Purpose:** Promote equity, diversity, inclusion respect and responsibility

**Department hosting and collaborators:** RWC

## OUTDOOR ADVENTURE

**September 30, 2018**

**Attendance:** 8

**Purpose:** Promote active recreation and wellness for students with any physical ability.

**Department hosting and collaborators:** RWC

## KNIGHTS LEADERSHIP SERIES: UCF: A HISPANIC SERVING INSTITUTION

**Attendance:** 30 participants

**Purpose:** Partnership with ODI to enhance the awareness of UCF's status as a Hispanic serving institution

**Department hosting and collaborators:** RWC  
Student Staff

## WOMEN ON WEIGHTS

10/16/18

**Attendance:** 56 participants

10/18/18

**Attendance:** 60 participants

10/23/18

**Attendance:** 39 participants

10/25/18

**Attendance:** 25 participants

10/30/18

**Attendance:** 21 participants

11/2/18

**Attendance:** 13 participants

**Purpose:** Promote the use of resistance training for women to increase confidence on the weight floor.

**Department hosting and collaborators:** RWC

## STUDENT ASSISTED WORKOUT (SAW) PROGRAM

2018–2019 Academic Year

**Attendance:** 369 sessions

**Purpose:** Promote active recreation and wellness for students with any physical ability

**Department hosting and collaborators:** RWC & DPT Program

## WOMEN'S FLAG FOOTBALL CLINIC

September 5, 2018

**Attendance:** 21

**Purpose:** Promote inclusion within officiating

**Department hosting and collaborators:** RWC

## SITTING VOLLEYBALL

November 8–29, 2018

**Attendance:** 104 participants

**Purpose:** Promote equity, diversity, inclusion respect and responsibility

**Department hosting and collaborators:** RWC

## UNIFIED BASKETBALL

February 9, 2019

**Attendance:** 144 participant

**Purpose:** Partnership with the Special Olympics to promote active recreation and wellness for students with all intellectual abilities.

**Department hosting and collaborators:** RWC

## 2V2 WHEELCHAIR BASKETBALL

November 8–29, 2018

**Attendance:** 51 participants

**Purpose:** Promote active recreation and wellness for students with any physical ability

**Department housing and collaboration:** RWC

## WHEELCHAIR TENNIS CLINIC

January 10, 2019

**Attendance:** 17 participants

**Purpose:** Promote active recreation and wellness for students with any physical ability

**Department housing and collaboration:** RWC

# EDUCATIONAL AND WORK ENVIRONMENT

**TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:**

186

**TOTAL  
ATTENDANCE:**

117,197

## CAREER SERVICES

### DARE2DREAM! PANEL

October 16, 2018

**Attendance:** 49 student participants in person.

The event was also live-streamed so students could attend remotely.

**Purpose:** To provide training to new community members on hazing, alcohol and drug prevention, bystander intervention, and safe zone training.

**Department hosting and collaborators:** Career Services and MASS

**WOMEN IN STEM: AIM HIGHER****October 22, 2018****Attendance:** 95 participants and representatives from 15 companies**Purpose:** The program was created to encourage women to pursue STEM fields by informing them of the wide range of STEM related academic and career opportunities. The event facilitated connections amongst successful female professionals and faculty, as well as STEM focused student support services. A primary goal will be to inspire a vision of success to help students overcome issues and challenges pervasive in STEM fields.**Department hosting and collaborators:** Career Services, iSTEM, and the College of Education and Human Performance**2019 FIRST GENERATION & MULTICULTURAL KNIGHTS NETWORKING RECEPTION****January 28, 2019****Attendance:** 176 participated in this event**Purpose:** The event was preceded by a workshop entitled “Networking: The Key to a Successful Job Search” offered by Naomi Lampkin, Enterprise Holdings Talent Acquisition Specialist facilitated which drew 25 student participants. The event gives students the opportunity to interact with employers that are seeking more interaction with diverse candidates for employment.**Department hosting and collaborators:** Career Services and MASS**CAREER SERVICES WORKSHOPS AT THE ENGLISH LANGUAGE INSTITUTE****February 2, 2018****Attendance:** 60**Purpose:** Career Services facilitated three resume workshops for students in the UCF English Language Institute. The 60 students who attended are International students preparing to enter a 4 year program with many of their first choices being UCF.**Department hosting and collaborators:** Career Services and UCF Global**LGBTQ+ EMPLOYER PANEL****March 6, 2018****Attendance:** Students that attended the event in-person, watched the event live, had a reach of 1,664 people on Facebook, and 729 video views**Purpose:** The partnership between Career Services and LGBTQ+ Services is not a new collaboration, but it is one that continues to grow and achieve new strength and achievements year after year. The highlight of this collaboration is the annual LGBTQ+ Employer Panel. The panel provides students a glimpse of the journeys that others have taken, and challenges they have faced, as members of the LGBTQ+ community entering the workplace. This event was live streamed through Facebook Live for the first time Spring 2018. In addition to the 19 students that attended the event in-person, 7 watched the event live, had a reach of 1,664 people on Facebook, and had 729 video views.**Department hosting and collaborators:** Career Services and LGBTQ+ Services**RESEARCH, INTERNSHIP, AND CAREER PATHS WORKSHOP****April 6, 2018****Attendance:** 19**Purpose:** Career Services presented the “Research, Internship, and Career Paths” workshop on April 6th for the Brother to Brother program. It provided information on services and resources about establishing career paths and using high impact practices to gain competencies sought by employers. The workshop helped facilitate conversation around high impact practices which are essential for student success.**Department hosting and collaborators:** Career Services and MASS

## TARGETED POPULATIONS USE OF CAREER SERVICES

2018–2019 academic year

**Attendance:**

Special Populations	Handshake Log-ins	Appointments	Event Attendance
Multicultural students	78,014	604	5,143
Males	115,956	687	8,810

**Purpose:** Engaging targeted populations to increase student success and career readiness is a priority for Career Services. After reviewing our engagement data for 2018–2019 academic year, we learned that multicultural students are engaging with Career Services at a high rate.

**Department hosting and collaborators:** Career Services

## INTEGRITY AND ETHICAL DEVELOPMENT

### ETHICAL DECISION MAKING IN GRADUATE SCHOOL AND BEYOND

Summer 2018 — 2 Sessions

**Purpose:** To bring awareness to new graduate students on how to handle ethical situations in different roles in one's life.

**Department hosting and collaborators:** Integrity and Ethical Development and Graduate Studies

### CONFLICT RESOLUTION

6 sessions Fall 2018

**Attendance:** 53

**Purpose:** How to handle conflict in the workplace involving other peers

**Department hosting and collaborators:** Integrity and Ethical Development and SDES

### TRAPS OF ACADEMIC MISCONDUCT

Summer 2018

**Attendance:** 22

**Purpose:** To provide an awareness to new college students of how to demonstrate academic integrity and avoid committing academic misconduct

**Department hosting and collaborators:** Integrity and Ethical Development and SLS1501

## DEVELOPING ONE'S OWN ETHICAL STANDARDS

Summer 2018

**Attendance:** 15

**Purpose:** To assist students in developing their own ethical standards and learn how to maintain them while serving in a student organization

**Department hosting and collaborators:** Integrity and Ethical Development and SGA

## ACADEMIC INTEGRITY/EXPECTATIONS OF GRADUATE STUDENTS

Summer 2018

**Attendance:** 500+ (New Graduate Student Orientation)

**Purpose:** To provide an overview of expectations of graduate students related to demonstrating academic integrity and an overview of what is considered academic misconduct at UCF.

**Department hosting and collaborators:** Integrity and Ethical Development and Graduate Studies

## THINGS THAT ARE SEEN BUT NOT GRADED

Spring 2018

**Attendance:** 70 (BSW Orientation)

**Purpose:** To provide an awareness of the importance of demonstrating professionalism in the classroom and beyond.

**Department hosting and collaborators:** Integrity and Ethical Development and School of Social Work

## PROFESSIONALISM NOW

Fall 2018 (2 classes)

**Attendance:** 76

**Purpose:** To provide an awareness of what Instructors look for in students beyond the grade.

**Department hosting and collaborators:** Integrity and Ethical Development and College of Nursing

## ETHICAL DECISION MAKING IN GRADUATE SCHOOL AND BEYOND

Fall 2018 (3 sessions)

**Attendance:** 89

**Purpose:** To bring an awareness to the area of ethics for graduate students to apply to the role while at UCF in their future careers.

**Department hosting and collaborators:** College of Business and Integrity and Ethical Development



**TAKE THE ZERO****Fall 2018 (6 sessions)****Attendance:** 1500+**Purpose:** To understand the importance of maintaining one's academic integrity and the consequences of academic misconduct**Department hosting and collaborators:** Integrity and Ethical Development and Biology Department**TRAPS OF ACADEMIC MISCONDUCT****Fall 2018****Attendance:** 61 (4 sessions)**Purpose:** To provide an awareness of what academic integrity and academic misconduct is considered at UCF**Department hosting and collaborators:** Integrity and Ethical Development and Global UCF**COLLEGE LIFE SKILLS WORKSHOP SERIES****Spring 2019 (8 Workshops)****Attendance:** 86**Purpose:** To assist students in navigating their college experience. Topics included Creating a Vision Board, Social Media Etiquette, Email Etiquette, Picture Perfect Transcripts, Take the Zero, Traps of Academic Misconduct, Developing a Personal Code of Ethics, How to Get Letters of Recommendation from a Professor.**Department hosting and collaborators:** Integrity and Ethical Development, MASS, Lead Scholars and LINK**TRAPS OF ACADEMIC MISCONDUCT****Spring 2019****Attendance:** 61 (4 sessions)**Purpose:** To provide an awareness to new college students of how to demonstrate academic integrity and avoid committing academic misconduct**Department hosting and collaborators:** Integrity and Ethical Development and Global UCF**THINGS THAT ARE SEEN BUT NOT GRADED****Summer 2018****Attendance:** 54 (MSW Orientation)**Purpose:** To provide an awareness of the importance of demonstrating professionalism in the classroom and beyond.**Department hosting and collaborators:** Integrity and Ethical Development and School of Social Work**PROFESSIONALISM NOW****Spring 2018****Attendance:** 76 (Nursing Orientation)**Purpose:** To provide an awareness of the importance of demonstrating professionalism in the classroom and beyond**Department hosting and collaborators:** Integrity and Ethical Development and School of Nursing**COLLEGE LIFE SKILLS WORKSHOP SERIES****Fall 2018 (10 Workshops)****Attendance:** 94**Purpose:** To assist students in navigating their college experience. Topics included Social Media Etiquette, Email Etiquette, Reputation Building, Developing Ethical Standards, Picture Perfect Transcript, Take the Zero, Traps of Academic Misconduct, Academic Integrity, Making Ethical Decisions**Department hosting and collaborators:** Integrity and Ethical Development, MASS, Lead Scholars, LINK**ETHICAL DECISION MAKING****Fall 2018****Attendance:** 69**Purpose:** Developing strategies on how to make ethical decisions while serving in a student organization.**Department hosting and collaborators:** Integrity and Ethical Development and SGA

## UNDERSTANDING FACULTY AND BUILDING RELATIONSHIPS

Fall 2018

**Attendance:** 20

**Purpose:** To assist students in how to develop positive working relationships with their Instructors.

**Department hosting and collaborators:** Integrity and Ethical Development and TRiO

## LEAD SCHOLARS ACADEMY

### WOMEN'S LEADERSHIP PROGRAM

Fall 2018, Spring 2019 & Summer 2019

**Attendance:** 86 participants

**Purpose:** Inspired Women's Leadership Program aims to provide leadership enhancement and empowerment opportunities for UCF women students.

**Department hosting and collaborators:** Hosted by LEAD Scholars Academy and Interdisciplinary Studies

### LEAD OUT LOUD LEADERSHIP PROGRAM

Fall 2018, Spring 2019

**Attendance:** 37

**Purpose:** Lead Out Loud is an experiential program that focuses on the leadership development of multicultural students at the University of Central Florida. This program promises to enhance leadership skills, strengthen life skills and encourage positional leadership in this population of student at UCF.

**Department hosting and collaborators:** Hosted by LEAD Scholars Academy & Interdisciplinary Studies

### UCF LEADERSHIP WEEK 2019: BUILDING A BETTER SOCIETY AND LEADING A BETTER TOMORROW

February 17–23, 2019

**Attendance:** 400

**Purpose:** Leadership Week was created to identify, recognize and develop leadership throughout UCF. It is a week of lectures, programs, events and workshops intended to educate the campus and develop leadership throughout UCF.

**Department hosting and collaborators:** Hosted by LEAD Scholars Academy

## OFFICE OF STUDENT CONDUCT

### CULTURAL DIVERSITY

October 11, 2018

**Attendance:** 4

**Purpose:** Every individual does not come from the same background. People are raised to believe and abide by different rules in life. Many people have ingrained prejudices and stereotypes that we do not even realize. This session will help you to recognize your biases and how to remove them in hearings.

**Department hosting and collaborators:** UCF Global and the Office of Student Conduct.

### CULTURAL DIVERSITY

November 13, 2018

**Attendance:** 6

**Purpose:** Every individual does not come from the same background. People are raised to believe and abide by different rules in life. Many people have ingrained prejudices and stereotypes that we do not even realize. This session will help you to recognize your biases and how to remove them in hearings.

**Department hosting and collaborators:** UCF Global and the Office of Student Conduct.

### CHECKING YOUR BIAS

February 6, 2018

**Attendance:** 8

**Purpose:** All persons are able to have preconceived notations and beliefs about people or situations and are unaware of them. This training will focus on how to be aware of those biases during hearings, and how to prevent them from interfering with the hearing decisions.

**Department hosting and collaborators:** UCF Global and the Office of Student Conduct.

**SAFE ZONE UCF****April 16, 2018****Attendance:** 5

**Purpose:** The UCF Safe Zone Series is a program for UCF students, staff and faculty members interested in showing visual support for gay, lesbian, bisexual, transgender or questioning (GLBTQ) persons at the University. This session will give you more insight on interacting with members of the GLBTQ community during hearings.

**Department hosting and collaborators:** Social Justice and Advocacy and the Office of Student Conduct.

**OFFICE OF STUDENT INVOLVEMENT****VOLUNTEER UCF AND ALTERNATIVE BREAK PROGRAM STUDENT LEADER TRAINING****May 2019–June 2019****Attendance:** 28

**Purpose:** Training students to be aware of the potential hazards of providing charity to diverse populations. Students learned self-awareness, appreciation of difference, collaboration, and curiosity and questioning.

**Department hosting and collaborators:** OSI and Volunteer UCF Alternative Break Program

**CHAT AND CHEW****September 2018****Attendance:** 8**Number of captioned videos:** 60 (457 minutes)

**Purpose:** Collaborate on a Hispanic Heritage month event to discuss the Influence of Hispanic culture with graduate students.

**Department hosting and collaborators:** OSI Graduate Outreach

**SAFE ZONE****September 21, 2018****Attendance:** 25

**Purpose:** Educate RCHM community on LGBTQ+ inclusion

**Department hosting and collaborators:** OSI, LGBTQ+ and Social Justice & Advocacy

**CAMPUS ACTIVITIES BOARD: SABOR LATINO****September 25, 2018****Attendance:** 100

**Purpose:** Talent show specifically to showcase the talents of the Hispanic/Latinx student body. There was live performances and short films presented during the event.

**Department hosting and collaborators:** OSI, Campus Activities Board

**INCLUSION CHAMPTION PART 1****September 28, 2018****Attendance:** 20

**Purpose:** Educate RCHM community on inclusion practices in their work spaces and classrooms

**Department hosting and collaborators:** OSI, Rosen Life

**CAMPUS ACTIVITIES BOARD: COMEDY FEATURING ADAM GRABOWSKI****October 8, 2018****Attendance:** 100

**Purpose:** Comedy show featuring Adam Grabowski and support from NAMI and UCFPD to promote positivity and mental health awareness. Campus partners present to promote resources available to students.

**Department hosting and collaborators:** OSI, Campus Activities Board

**INCLUSION CHAMPION PART 2****October 26, 2018****Attendance:** 20

**Purpose:** Educate RCHM community on inclusion practices in their work spaces and classroom.

**Department hosting and collaborators:** OSI, ODI

**GAME KNIGHT****November 2018****Attendance:** 15

**Purpose:** Expose our graduate veteran students to ways to get involved.

**Department hosting and collaborators:** OSI, VARC



## KNIGHTS GOT TALENT

**November 7, 2018**

**Attendance:** 1,000

**Purpose:** Showcase student talent from a wide variety of cultures and communities through intentional outreach

**Department hosting and collaborators:** OSI, UCF Homecoming

## SPIRIT SPLASH

**November 9, 2018**

**Attendance:** 12,000

**Purpose:** Promote Spirit and tradition while making the event more accessible to those with different abilities and needs by providing reserved accessibility area for attendees.

**Department hosting and collaborators:** OSI, UCF Homecoming

## HC FIREWORKS

**November 9, 2018**

**Attendance:** 3,500

**Purpose:** Present fireworks display with music, intentionally selected to better reflect the student body (Spanish language music, etc)

**Department hosting and collaborators:** OSI, UCF Homecoming

## GREEK EXTRAVAGANZA

**November 9, 2018**

**Attendance:** 1,400

**Purpose:** Showcase talent and traditions of National Pan-Hellenic and Diversified Greek Councils through the art of step to the UCF and surrounding community.

**Department hosting and collaborators:** OSI

## GREEN DOT TRAINING

**February 8, 2019**

**Attendance:** 15

**Purpose:** Educate RCHM community on advocacy/ bystander intervention related to sexual assault, intimate partner abuse.

**Department hosting and collaborators:** OSI, Rosen Life, Green Dot — Victim Services

## LAVENDER LUNCH TABLING

**April/May 2019**

**Attendance:** 22

**Purpose:** Graduate Outreach (GO) tabled at this LGBTQ+ Services event to help bring awareness of UCF Resources to our LGBTQ+ graduate students.

**Department hosting and collaborators:** OSI, Graduate Outreach and LGBTQ+ Services

## SAFE ZONE

**April 10, 2019**

**Attendance:** 15

**Purpose:** Educate RCHM community on LGBTQ+ inclusion

## SPANISH MARKETING MATERIALS

**Summer 2019**

**Purpose:** Helping students find a sense of belonging at UCF by providing resources in Spanish.

**Department hosting and collaborators:** OSI

## BLACK HISTORY MONTH LIVE STREAM

**January 2019**

**Attendance:** 35

**Purpose:** Live Stream the BFSA Mentoring Breakfast speaker to our connect campus students

**Department hosting and collaborators:** OSI, KoTC, and Graduate Outreach

## SGA SENATE SAFE ZONE TRAINING

**July 2018**

**Attendance:** 45

**Purpose:** To ensure SGA Leaders are well versed in inclusive language, gender identity, sexual orientation, etc.

**Department hosting and collaborators:** OSI, SJA, & SGA Senate

## SGA SENATE FALL RETREAT — DIVERSITY TRAINING

**October 2018**

**Attendance:** Approximately 30

**Purpose:** Educating student leaders on representation, access, diversity, and inclusion.

**Department hosting and collaborators:** OSI, SJA, & SGA Senate

## **SGA SENATE — ONGOING ONLINE DIVERSITY TRAINING FOR APPOINTED STUDENT SENATORS**

**Ongoing**

**Attendance:** Unknown

**Purpose:** Educating student leaders on representation, access, diversity, and inclusion

**Department hosting and collaborators:** OSI, ODI, & SGA Senate

## **OFFICE OF STUDENT RIGHTS AND RESPONSIBILITIES**

### **TITLE IX AND CONSENT WORKSHOP Fall 2018 and Spring 2019**

**Attendance:** 68 (5 sessions)

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear

### **TITLE IX AND RELATIONSHIP VIOLENCE WORKSHOP**

**July 5 & 16, 2018**

**Attendance:** 29

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear

### **NEUROBIOLOGY OF TRAUMA**

**Fall 2018 & Spring 2019**

**Attendance:** 91 (6 sessions)

**Purpose:** Let's Be clear campaign educates students about title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear, UCF PD, SCS

### **LET'S BE CLEAR TABLING POOL PARTY July 27, 2018**

**Attendance:** 51

**Purpose:** Let's Be Clear campaign educates students about Title IX resources available to those who may be impacted.

**Department hosting and collaborators:** Student Care Services, Faculty, SARC, RWC, MASS

## **SDS PEER MENTORING TRAINING**

**August 16, 2018**

**Attendance:** 47

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear, OIE

## **“WHY DIDN'T YOU FIGHT BACK”**

**August 16, 2018**

**Attendance:** 28

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear

## **LET'S BE CLEAR RESOUC E FAIR**

**August 21, 2018**

**Attendance:** 156

**Purpose:** Let's be Clear campaign educates student about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear, OIE

## **LET'S BE CLEAR PRIZE RIDE**

**Fall 2018**

**Attendance:** 77

**Purpose:** Let's be Clear campaign educates student about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear, SCS

## **LET'S BE CLEAR TABLING**

**Fall 2018**

**Attendance:** 208 (6 sessions)

**Purpose:** Let's Be Clear campaign educates student about Title IX

**Department hosting and collaborators:** Let's Be Clear, OIE, Care Services

**CONTINUUM****Fall 2018 & Spring 2019****Attendance:** 40 (6 sessions)

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted. The violence prevention certificate services covers many topics relating to Title IX. The violence prevention certificate services covers many topics relating to Title IX.

**Department hosting and collaborators:** Let's Be Clear, OSRR

**ESCALATION WORKSHOP****Fall 2018 & Spring 2019****Attendance:** 33 (4 sessions)

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted. The violence prevention certificate services covers many topics relating to Title IX. The violence prevention certificate services covers many topics relating to Title IX.

**Department hosting and collaborators:** Let's Be Clear, OSRR

**ZETA BETA TAU: LBC TITLE IX OVERVIEW****September 23, 2018****Attendance:** 50

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear, Zeta Beta Tau Fraternity

**KNIGHTS CARE: CREATING A TRAUMA****September 26, 2018****Attendance:** 30

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear

**NAVIGATING DIFFICULT RELATIONSHIPS****Fall 2018 & Spring 2019****Attendance:** 63 (4 sessions)

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted. The violence prevention certificate services covers many topics relating to Title IX.

**Department hosting and collaborators:** Let's Be Clear

**ARE YOU INTO THIS? CONSENT WORKSHOP****October 9 & 12, 2018****Attendance:** 22

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted. The violence prevention certificate services covers many topics relating to Title IX.

**Department hosting and collaborators:** Student Care Services, Faculty, SARC, RWC, MASS

**STUDENT UNION TITLE IX SET TRAINING****October 15, 2018****Attendance:** 32

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear

**BENEFITS OF REPORTING****Fall 2018 & Spring 2019****Attendance:** 36 (4 sessions)

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted. The violence prevention certificate services covers many topics relating to Title IX.

**Department hosting and collaborators:** Let's Be Clear, OSRR

## LEGGO MY EGO

October 24, 2018

Attendance: 13

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** Let's Be Clear, OSRR

## YOU BELONG HERE

October 24, 2018

Attendance: 13

**Purpose:** Let's Be Clear campaign educates students about Title IX and resources available to those who may be impacted.

**Department hosting and collaborators:** OSRR and FYE

## LET'S BE CLEAR LUNCHEON

March 5, 2019

Attendance: 110

**Purpose:** Educate students on Title IX and resources available such as Victim Services and remedial measures.

**Department hosting and collaborators:** Let's Be Clear, OIE

## "DON'T JUST STAND THERE"

April 3 & 4, 2019

Attendance: 35 (2 sessions)

**Purpose:** Educate students on Title IX and resources available such as Victim Services and remedial measures.

**Department hosting and collaborators:** Let's Be Clear

## SOCIAL JUSTICE AND ADVOCACY

### CONSCIOUS THOUGHTS CAFÉ — SJA

Fall 2018 & Spring 2019

Attendance: 121 (5 sessions)

**Purpose:** Monthly dialogues that are centered on relevant social issues that impact the student body

**Department hosting and collaborators:** Social Justice and Advocacy

### INTERFAITH DIALOGUE — SJA

Fall 2018 & Spring 2019

Attendance: 36 (6 sessions)

**Purpose:** Monthly dialogues that are centered on topics concerning faith and non-faith

**Department hosting and collaborators:** Social Justice and Advocacy

### HOLI

April 14, 2019

Attendance: 350+

**Purpose:** Indian holiday celebration of spring and festival of colors

**Department hosting and collaborators:** Social Justice and Advocacy, Indian Student Association, SGA

### SOCIAL JUSTICE WEEK 2019 — SJA

January 21–25, 2019

Attendance: 953 (students, faculty, staff in person and live stream)

**Purpose:** A collection of intentional events to engage the campus community in conversation about relevant social issues impacting the college experience. Impact: The week of events highlighted various social justice issues and started necessary conversations

**Department hosting and collaborators:** Social Justice and Advocacy

### TUNNEL OF OPPRESSION

January 25, 2019

Attendance: 260 (students, faculty, staff)

**Purpose:** This interactive experience provided participants with a greater understanding of various forms and levels of oppression.

**Department hosting and collaborators:** Social Justice and Advocacy

### ALL GENDER LOVE

February 15, 2019

Attendance: 200

**Purpose:** Event to demonstrate and provide education that "love has no labels."

**Department hosting and collaborators:** Social Justice and Advocacy, MASS/BSU

## **DRAG DIVAS**

**March 19, 2019**

**Attendance:** 329

**Purpose:** Celebration and Educational event of Drag Culture.

**Department hosting and collaborators:** Social Justice and Advocacy, Campus Activities Board and Zebra Coalition

## **LGBTQ+ HISTORY MONTH OPENING CEREMONY**

**October 3, 2019**

**Attendance:** 105

**Purpose:** Opening Ceremony for the LGBTQ+ History Month and provided a celebration of the LGBTQ+ Community

**Department hosting and collaborators:** Social Justice and Advocacy

## **CITY OF ORLANDO MLK PARADE**

**January 19, 2019**

**Attendance:** 53 (students and staff)

**Purpose:** Represent UCF in a local community event

**Department hosting and collaborators:** Social Justice and Advocacy, LEAD Scholars

## **TASTE OF UCF**

**August 21, 2018**

**Attendance:** 3,650 (students, faculty, staff)

**Purpose:** Provides the UCF campus community an opportunity to experience the cultural make-up of the university student body through food.

## **CAMPUS PRIDE INDEX**

**August 2018**

**Purpose:** The Campus Pride Index provides detailed information concerning how LGBTQ+ friendly is a college/university based on services, policies, protections, and procedures

**Department hosting and collaborators:** Social Justice and Advocacy

## **REDTALK; AIDS BANQUET**

**November 18, 2019**

**Attendance:** 67 (students, faculty, staff)

**Purpose:** Provide the UCF community with information and awareness concerning HIV and AIDS

**Department hosting and collaborators:** Social Justice and Advocacy

## **SAFE ZONE TRAININGS (LGBTQ+ 101, ADVOCATES, COMING OUT, GOLD)**

**Fall 2018–Spring 2019**

**Attendance:** 833 (students, faculty, staff)

**Purpose:** Provide education and training to the UCF community on understanding, supporting, and being an Ally to the LGBTQ+ community.

**Department hosting and collaborators:** Social Justice and Advocacy

## **NGUZO SABA**

**May 3, 2019**

**Attendance:** 190 (student, faculty, staff, parents and family)

**Purpose:** Recognizes the academic achievements of Multicultural graduates at the University of Central Florida. The ceremony also celebrates the graduates' journey with their families. Each student receives a UCF embroidered Kente stole.

**Department hosting and collaborators:** Social Justice and Advocacy

## **LAVENDER CELEBRATION — MSC & LGBTQ+ SERVICES**

**April 19, 2019**

**Attendance:** 100 (students, faculty, staff)

**Purpose:** A graduation ceremony designed to honor graduating lesbian, gay, bisexual, transgender, queer, and ally students and their accomplishments at the University of Central Florida. Each student receives a lavender stole or medallion

**Department hosting and collaborators:** Social Justice and Advocacy

## HIDDEN LOTUS

**April 17, 2019**

**Attendance:** 90 (students, faculty, staff, parents, and family)

**Purpose:** Graduation celebration to recognize the academic achievement of UCF Asian and Pacific Islander graduates and their families. Each student receives a graduation stole.

**Department hosting and collaborators:** Social Justice and Advocacy

## UCF REMEMBERS 6.12.19

**June 11–15, 2019**

**Attendance:** 250 (students, staff, faculty, community)

**Purpose:** To honor, celebrate and remember the 49 individuals that lost their lives in the Pulse Nightclub shooting and recognize the UCF Knights that were lost.

**Department hosting and collaborators:** Social Justice and Advocacy, UCF Communications, OSI, WHPS

## LAVENDAR LUNCH

**August 23, 2018**

**Attendance:** 500+

**Purpose:** Connect new students with campus and community resources.

**Department hosting and collaborators:** Various campus and community resources

## STUDENT LEGAL SERVICES

### LAVENDER LUNCH (TABLING)

**August 23, 2018**

**Attendance:** 500+

**Purpose:** Welcome LGBTQ students to campus

**Department hosting and collaborators:** LGBTQ+, Student Legal Services

### ELI'S WELCOME FAIR

**August 23, 2019**

**Attendance:** Unknown

**Purpose:** Welcoming ELI students to UCF

**Department hosting and collaborators:** UCF Global, Student Legal Services

## LIGHT UP THE NIGHT

**October 8, 2018**

**Attendance:** Unknown

**Purpose:** Honor victims of intimate partner violence and raise awareness

**Department hosting and collaborators:** Victim Services, Student Legal Services

## SEX OR RAPE MOCK TRIAL

**November 5, 2019**

**Attendance:** Unknown

**Purpose:** Raise awareness of services that we offer

**Department hosting and collaborators:** Victim Services, Student Legal Services

## INTERNATIONAL FAIR

**November 15, 2018**

**Attendance:** Unknown

**Purpose:** Educate student body and ROS's resources for UCF international students

**Department hosting and collaborators:** UCF Global, Student Legal Services

## WELCOME BACK BASH

**January 16, 2019**

**Attendance:** Unknown

**Purpose:** Education multicultural students on resources and organizations

**Department hosting and collaborators:** MASS, Student Legal Services

## STUDENT UNION

### STUDENT EMPLOYEE STAFF — DIVERSITY TRAINING REQUIREMENT Ongoing

**Attendance:** 230 students

**Purpose:** All Student Union student staff members are required to complete one hour of campus diversity training of their choice every year. Student Staff leadership required to complete a minimum of two hours of training.

**Department hosting and collaborators:** Various



## STUDENT EMPLOYEE STAFF — INCLUSION TRAINING

**February 2019**

**Attendance:** 20

**Purpose:** Optional inclusion training for Student Union student staff members exploring different Aspects of individual identities.

**Department hosting and collaborators:** Student Union

## NEW STUDENT EMPLOYEE ORIENTATION-PERSONAL IDENTITY

**Fall 2018 and Spring 2019**

**Attendance:** 100 students

**Purpose:** Help students identify and understand aspects of their personal identities, how to communicate about them to others, and recognizing barriers to disclosure.

**Department hosting and collaborators:** Student Union

## INCLUSIVE RESTROOM FACILITIES

**Ongoing**

**Attendance:** N/A

**Purpose:** The Student Union recently completed construction and is now providing a Mother's Room and an All Gender Restroom.

**Department hosting and collaborators:** Student Union

## CATERING EXEMPTION PROCESS

**Ongoing**

**Attendance:** Unknown

**Purpose:** RSO's can choose an external caterer for their events to ensure as much authenticity as possible regarding desired cuisine for a cultural event.

**Department hosting and collaborators:** Student Union

## HALLWAY OF FLAGS

**Ongoing**

**Purpose:** The main hallway that leads to Pegasus Grand Ballroom has a flag representing every enrolled student at UCF. Flags are reviewed yearly as new students are admitted.

**Department hosting and collaborators:** Student Union

## REFLECTION ROOM

**Ongoing**

**Attendance:** N/A

**Purpose:** The Student Union has provided a temporary Reflection Room to the campus community to allow patrons of all different beliefs and non-beliefs a peaceful opportunity to reflect, pray, or meditate. Construction of a permanent room complete with ablution spaces will complete in late Spring 2019.

**Department hosting and collaborators:** Student Union

## VETERANS ACADEMIC RESOURCE CENTER

### SUMMER 2018 VETERANS GRADUATION RECOGNITION RECEPTION

**August 1, 2018**

**Attendance:** 100

**Purpose:** To honor the academic achievement of our Summer 2018 Student Veterans.

**Department hosting and collaborators:** Veterans Academic Resource Center

### VARC TOTALLY WONKA OPEN HOUSE

**September 8, 2018**

**Attendance:** 10

**Purpose:** For new students to tour the VARC, learning more about the services provided, and connect with other student veterans and dependents.

**Department hosting and collaborators:** Veterans Academic Resource Center

### VETERANS NETWORKING AND SOCIAL HOUR

**September 12, 2018**

**Attendance:** 17

**Purpose:** For student veterans and ROTC members to engage with other Central Florida Veteran Service Organizations.

**Department hosting and collaborators:** Veterans Academic Resource Center

**UNITED STATES AIR FORCE 171ST BIRTHDAY****September 18, 2018****Attendance:** 6

**Purpose:** To celebrate the birthday of the U.S. Air Force at the Veterans Academic Resource Center. Also posted trivia questions about Air Force Historical Events and Figures.

**Department hosting and collaborators:** Veterans Academic Resource Center

**VETCONNECT****November 13, 2018****Attendance:** 25

**Purpose:** The main purpose of this event was for student veterans to meet directly with human resource managers who had open positions through rounds of interviews in speed dating format. For these interviews, employers could make recommendations on potential opportunities, provide feedback on resume and interview skills.

**Department hosting and collaborators:** Veterans Academic Resource Center

**VETERANS KNIGHTS AT LIGHT UP UCF****November 15, 2018****Attendance:** 75

**Purpose:** To provide student veterans and their families with a free night for Light Up UCF.

**Department hosting and collaborators:** Veterans Academic Resource Center

**UCF TOYS FOR TOTS 2018****Attendance:** 30

**Purpose:** Over 30 university offices and departments over the campus participated and were able to provide over two tons of toys for the children in need from the Central Florida Community.

**Department hosting and collaborators:** Veterans Academic Resource Center

**LUNCH AND LEARN WITH LEADERSHIP FROM ASSOCIATION OF THE US ARMY****January 31, 2019****Attendance:** 15

**Purpose:** Student Veterans and other members of the university community are able to meet and members of the United States Army, National Office, in Washington DC.

**Department hosting and collaborators:** Veterans Academic Resource Center

**UCF VETERANS RESOURCE FAIR****October 11, 2018****Attendance:** 26

**Purpose:** Student veterans learn about all other veterans centric organizations and how to become involved.

**Department hosting and collaborators:** VARC, UCF Veterans History Project and UCF Restores

**UNITED STATES NAVY 243RD BIRTHDAY****October 15, 2018****Attendance:** 7

**Purpose:** To celebrate the birthday of the U.S. Navy at the Veterans Academic Resource Center. Also posted trivia questions about Navy Historical Events and Figures.

**VA BENEFITS UPDATES WITH ORANGE COUNTY VETERANS SERVICES****October 30, 2018****Attendance:** 15

**Purpose:** For student veterans to learn about the 2018–2019 Veterans Benefits, Learn how to file claims, and meet with a Veterans Service Officer to start the claims process.

**Department hosting and collaborators:** VARC

**VETERANS FLAG DAYS (PART OF VETERANS HISTORY MONTH)****November 7–9, 2018****Attendance:** 20

**Purpose:** To honor over 1400 UCF Student Veterans who attended during the Fall 2018 Semester. Also to bring awareness of our student veterans to the university community.

**Department hosting and collaborators:** VARC, UCF ROTC (Air Force and Army)



**MARINE'S 243RD BIRTHDAY****November 9, 2018****Attendance:** 5**Purpose:** To celebrate the birthday of the U.S. Marine Corps at the Veterans Academic Resource Center.**Department hosting and collaborators:** VARC, U.S. Marine Corps.**SCULPTURES AND WORKS WITH KEVIN HARRAN, ASSOCIATE PROFESSOR, STUDIO ART****March 22, 2019****Attendance:** 25**Purpose:** To showcase military and veterans art in the VARC. A lunch and learn was hosted by the VARC and sponsored by the UCF Veterans History Project for Mr. Harran to showcase and discuss his inspiration behind his art work.**Department hosting and collaborators:** VARC, UCF Veterans History Project, UCF School of Visual Art and Design.**WOMEN VETERANS NETWORK SOCIAL**  
**March 22, 2019****Attendance:** 10**Purpose:** To gather UCF Women Veterans to meet, and discuss current issues facing women veterans in their community and workplace. Part of Women Veterans Month.**Department hosting and collaborators:** VARC**VARC'S FAMILY DAY BBQ****April 30, 2019****Attendance:** 15**Purpose:** A day for student veterans to bring their families and enjoy a day of enjoying camaraderie and fellowship.**Department hosting and collaborators:** VARC, Career Services**ASSOCIATION OF THE UNITED STATES ARMY (AUSA) YOUNG PROFESSIONAL NETWORKING EVENT****May 9, 2019****Attendance:** 26**Purpose:** To meet and interact with other student veterans and ROTC members in the Central Florida Area and learn more about the AUSA and their opportunities.**Department hosting and collaborators:** VARC**SOBER KNIGHTS TAILGATING****Saturday, April 13, 2019****Attendance:** 17**Purpose:** To provide an alternative locations for student to tailgate.**Department hosting and collaborators:** VARC, Student Health Services, Student Veterans of America ) UCF Chapter, UCF Sober Knights**VETWORKING****April 19, 2019****Attendance:** 17**Purpose:** Engage with employers in the Central Florida community to a one day seminar format.**Department hosting and collaborators:** VARC, Career Services**GRADUATION RECEPTION****May 1, 2019****Attendance:** 41**Purpose:** To honor the academic achievements of our Spring 2019 Student Veterans.**Department hosting and collaborators:** VARC**UNITED STATES ARMY'S 244TH BIRTHDAY****June 13, 2019****Attendance:** 6**Purpose:** To celebrate the birthday of the U.S. Army at the Veterans Academic Resource Center. Also posted trivia questions about Army Historical Events and Figures.**Department hosting and collaborators:** VARC

## HEALTH SERVICES

**TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:**

**51**

**TOTAL  
ATTENDANCE:**

**13,825**

### COUNSELING AND PSYCHOLOGICAL SERVICES

OUTREACH, PREVENTION AND  
PROGRAMMING SERVICES

#### **BUILDING LEADERS AND CONNECTING KNIGHTS (B.L.A.C.K.) INSTITUTE**

**February 19, 2019**

**Attendance:** 50

**Purpose:** To increase the retention of Black students at UCF by helping them feel a sense of community at UCF and encouraging necessary life skills. Reduce stigma of mental health services so black students will seek support and authentic connection.

**Department hosting and collaborators:** CAPS & ODI

#### **CAPS SERVICES, COUNSELING, AND CULTURE SHOCK**

**July 24, 2018**

**Attendance:** 13

**Purpose:** Discuss culture shock and emotional experiences to middle eastern students participating in ELI program. Session focused on discussing services offered at CAPS and experiences of US culture.

**Department hosting and collaborators:** CAPS and UCF Global

#### **LAVENDER LUNCH**

**August 23, 2018**

**Attendance:** 586

**Purpose:** It is an opportunity to celebrate the LGBTQ+ community while sharing important resources located across the UCF campus as well as community partners withing the Central Florida community.

**Department hosting and collaborators:** CAPS, SJA and MSC

#### **SAFE ZONE LEVEL II: ADVOCATES**

**Fall 2018, Spring 2019**

**Attendance:** 105 (11 sessions)

**Purpose:** Further individuals knowledge and understanding of LGBTQ+ issues. The training is geared toward helping attendees explore, identify, and expose cultural biases and acquire skills necessary for advocating for marginalized populations. In addition, these trainings promote a safe and welcoming environment across the UCF campus for people who identify as LGBTQ+.

**Department hosting and collaborators:** CAPS

#### **FIELD OF MEMORIES: BE AWARE, SHOW YOU CARE**

**September 5, 2018**

**Attendance:** 1,700

**Purpose:** The Field of Memories is a visual display representing the 1100 suicides of college students that occur in the US each year. We ask students and those passing by to write a message of hope to those who may be struggling with depression or a memorial message to someone they may have lost to suicide.

**Department hosting and collaborators:** CAPS, CARES

#### **SUICIDE PREVENTION EFFOTS QPR**

**Fall 2018, Spring 2019**

**Attendance:** 491 (11 sessions)

**Purpose:** Increase the awareness of our diverse student, staff and faculty populations about suicide prevention, educate about diversity and inclusion related experiences as well as identifying high risk populations such as LGBTQ

**Departments hosting and collaborators:** CAPS

**VETERANS COMMUNITY FAIR****October 18, 2018****Attendance:** 40

**Purpose:** Increase awareness of campus resources for student veterans.

**Department hosting and collaborators:** CAPS, SHS, WHPS

**GRAD CONNECTIONS****Summer 2018 to end of 2019****Attendance:** 19

**Purpose:** This group helps students support one another through the many demands of graduate life. Academic and personal challenges are discussed, with an opportunity to understand and build meaningful relationships.

**Department hosting and collaborators:** CAPS

**HEALTH SUPPORT GROUP****Summer 2018 to end of 2019****Attendance:** 29

**Purpose:** This is a support group to empower and enhance wellness for students with chronic health conditions. Goals include improving self-care, increasing coping skills, discussing body image concerns, and learning how to set health boundaries with others.

**Department hosting and collaborators:** CAPS

**MEN'S GROUP****Summer 2018 to end of 2019****Attendance:** 36

**Purpose:** This group is aimed at helping men explore society's unwritten rules and expectations while examining the impact of confining gender roles. Group members will learn to differentiate between external and internal pressures, learn to manage and express emotions, balance social/cultural expectations with personal life goals, enhance self-care, and redefine masculinity.

**Department hosting and collaborators:** CAPS

**SISTER CIRCLE****Summer 2018 to end of 2019****Attendance:** 42

**Purpose:** An empowering, supportive group for Black female students. It allows for safe, confidential exploration of issues such as family, relationships, self-esteem, beauty, body image, and academic difficulties.

**Department hosting and collaborators:** CAPS

**TRANS/GNC SUPPORT****Summer 2018 to the end of 2019****Attendance:** 95

**Purpose:** This group is for persons who are seeking support in realization of one's gender identity. Topics may include coming out, transitioning concerns, and other relevant issues.

**Department hosting and collaborators:** CAPS

**WOMEN'S EMPOWERMENT****Summer 2018 to the end of 2019****Attendance:** 39

**Purpose:** This group is designed to provide a safe space for women to feel empowered to heal from unwanted sexual experiences, abuse, and unhealthy relationships.

**Department hosting and collaborators:** CAPS

**EMPOWERING ASIAN VOICES****Summer 2018 to end of 2019****Attendance:** 18

**Purpose:** A supportive space for any Asian-identified students to express themselves, share their voice, and be heard. Students will explore culturally relevant issues such as academics, family, race, culture, identity, pressures/expectations, discrimination and values to facilitate improved wellness.

**Department hosting and collaborators:** CAPS

**WOMEN AND RELATIONSHIPS****Summer 2018 to end of 2019****Attendance:** 17

**Purpose:** Helps create an empowering space for women to challenge societal pressures/roles of being a woman while identifying personal values, increasing self-esteem, self-confidence and setting healthy boundaries.

**Department hosting and collaborators:** CAPS

**GETTING IN TUNE WITH YOUR ADHA/  
ADULTING WITH ADHD****Summer 2018 to end of 2019****Attendance:** 21

**Purpose:** Provide a space for those living with ADHD to share their experiences, gain support, explore effective coping strategies, gain greater understanding of symptomatology, and learn to harness the gifts of ADHD to improve overall life satisfaction

**Department hosting and collaborators:** CAPS**WOMEN'S FAMILY GROUP****Summer 2018 to end of 2019****Attendance:** 41

**Purpose:** focuses on facilitating self-understanding and awareness of relationship patterns. Students will explore past experiences with one's family and important relationships, unresolved concerns, and learn new ways of relating to one's self and others.

**Department hosting and collaborators:** CAPS**CLINICAL SERVICES****WORLD HIV/AIDS AWARENESS DAY****November 28, 2018****Attendance:** 180

**Purpose:** Provide an opportunity for people on campus to unite in the fight against HIV, show support for people living with HIV and commemorate those who have died from an AIDS related illness. CAPS offered a visual display of red flags with messages of hope for those living with HIV.

**Department hosting and collaborators:** CAPS**GROUP THERAPY****Runs Weekly from summer 2018 to end of 2019****Attendance:** 7,323

**Purpose:** Group therapy helped to improve the problem for which they sought therapy.

**Department hosting and collaborators:** CAPS**AUTISM CONNECTIONS SUPPORT  
GROUP****Summer 2018 thru end of 2019****Attendance:** 29

**Purpose:** For students with Autism and other related disorders who would like to work on improving interpersonal effectiveness skills, improve ways of connecting with others, and work on skills related to formatting meaningful relationships.

**Department hosting and collaborators:** CAPS**HISPANIC HERITAGE MONTH  
CELEBRATION****September 18, 2018, October 9, 2018****Attendance:** 29

**Purpose:** Celebrate and increase awareness of the contributions of Hispanic in the US. CAPS participated in a campus wide event recognizing the diversity of our staff and highlighting the value we place on diversity.

**Department hosting and collaborators:** CAPS, FJA, ODI, MSC, UCF Global, LASA**GLOBAL UCF REVIEW OF CAPS  
SERVICES****August 16, 2018****Attendance:** 30

**Purpose:** Destigmatizing of counseling services and review of available resources the students have access to.

**Department hosting and collaborators:** CAPS and Global UCF**DEFENDING OUR DREAM: A DIALOGUE  
AND DISCUSSION ON DREAMERS PANEL****September 26, 2018****Attendance:** 60

**Purpose:** Promote dialogue among DACA students on how UCF can further support their unique needs and discuss resources available to DACA students.

**Department hosting and collaborators:** CAPS, Financial Aid Office

**BLACK EMPOWERMENT****Summer 2018 to end of 2019****Attendance:** 110

**Purpose:** An empowering and supportive gender-inclusive group of Black students. This safe, confidential group allows for exploration of issues such as academics, family, relationships, self-esteem, body image, discrimination, while incorporating essential elements of interpersonal connection, ethnic identity and ally identity development.

**Department hosting and collaborators:** CAPS**TRUE COLORS****Summer 2018 to end of 2019****Attendance:** 48

**Purpose:** This group provides a safe space for individuals who identify as lesbian, gay, bi, queer, or questioning to explore and discuss their concerns. Possible topics include relationships, family, coming out, religion, discrimination, and homophobia. Students embrace their identity in a supportive environment.

**Department hosting and collaborators:** CAPS**HEALING ARTS EXHIBIT****February 13, 2019****Attendance:** 206

**Purpose:** The mission of this exhibit is to create campus wide awareness of the Counseling & Psychological services at UCF, to increase inclusivity across campus, to reduce mental health stigma and to create an open exhibition space for creativity and healing.

**Department hosting and collaborators:** CAPS, SVAD, Sam Flax, SAS**KOGNITO****August 23, 2018****Attendance:** 10

**Purpose:** Increase knowledge and awareness about mental health and suicide through a role playing avatar software that discusses the unique experiences of LGBT students and veterans.

**Department hosting and collaborators:** CAPS**MENTAL HEALTH PRESENTATION WITH ASIAN-AMERICAN FOCUS PHI DELTA PSI FRATERNITY****January 23, 2019****Attendance:** 19

**Purpose:** Discuss the importance of mental health awareness and dialogue within the Asian community amongst college students as well as share information about CAPS services.

**Department hosting and collaborators:** CAPS**TRAINING PROGRAM****VIOLENCE AGAINST LGBTQ+ COMMUNITIES/TRANS WOMEN PRESENTATION****February 18, 2019****Attendance:** 30

**Purpose:** Increase awareness of signs of domestic violence in LGBTQ+ relationships including risk factors, statistics on violence and domestic violence in trans/queer community. Session reviewed resources available for victims of domestic violence in the LGBTQ+ community.

**Department hosting and collaborators:** CAPS**GENDER AFFIRMING HEALTHCARE PANEL****April 18, 2019****Attendance:** 30

**Purpose:** Review of services on health, wellness and transition related options for trans and gender diverse students.

**Department hosting and collaborators:** CAPS, SHS, Multicultural Association of Pre-Health Students (MAPS)**VETERANS COMMUNITY FAIR****October 11, 2018****Attendance:** 40

**Purpose:** Increase awareness of campus resources for student veterans.

**Department hosting and collaborators:** CAPS, SHS, WHPS

## UCF REMEMBERS PULSE

**June 10, 2019**

**Attendance:** 100

**Purpose:** Vigil in remembrance of the lives lost at the pulse nightclub shooting in 2016.

**Department hosting and collaborators:** CAPS, SJA

## STUDENT CARE SERVICES

### UCF CARES CONFETTI AND CRAFTS SUMMER B PROGRAM

**July 12, 2018 and July 30, 2018**

**Attendance:** 55

**Purpose:** Educate students about UCF Cares initiative and campus resources in a welcoming environment

**Department hosting and collaborators:** Student Care Services

### UCF CARES BALLPIT

**July 17, 2018**

**Attendance:** 25

**Purpose:** Provide students with a conversation starter space (ballpit) to help them meet peers and learn about UCF Cares resources and services.

**Department hosting and collaborators:** Student Care Services, WHPS, FYAE, FYE

### UCF CARES BALLPIT

**August 28, 2018**

**Attendance:** 25

**Purpose:** Provide students with a conversation starter space (ballpit) to help them meet peers and learn about UCF Cares resources and services

**Department hosting and collaborators:** Student Care Services

### UCF CARES CONFETTI AND CRAFTS FALL PROGRAM

**Fall 2018**

**Attendance:** 85

**Purpose:** Educate students about UCF Cares initiative and campus resources in a welcoming environment.

**Department hosting and collaborators:** Student Care Services

## UCF CARES WEEK OF ACTION KICK OFF

**October 23, 2018**

**Attendance:** 100

**Purpose:** Educate Students about UCF Cares initiative and resources related to high risk student issues.

**Department hosting and collaborators:** Student Care Services

### UCF CARES WEEK OF ACTION: STRANGER THINGS MARATHON

**October 24, 2018**

**Attendance:** 50

**Purpose:** Provide an interactive space for students to learn about UCF Cares resources while watching Stranger Things episodes and doing crafts, directed towards on-campus FTIC population

**Department hosting and collaborators:** Student Care Services

### NATIONAL UCF CARES WEEK OF ACTION: RESOURCE FAIR

**October 25, 2018**

**Attendance:** 30 (rained out)

**Purpose:** Tabling with campus partners who participate in UCF Cares initiative to learn about services

**Department hosting and collaborators:** Student Care Services, WHPS, CAPS, SHS, Victim Services, Green Dot

### NATIONAL HUNGER AND HOMELESSNESS AWARENESS WEEK: COMMUNITY RESOURCE SHOWCASE

**November 15, 2018**

**Attendance:** 50

**Purpose:** Introduce students to community resources and services related to food insecurity, homelessness and financial distress

**Department hosting and collaborators:** Student Care Services, VUCG, SJA, NRSE, WHPS, Graduate Student Association, and 15 community providers.



### **NATIONAL HUNGER AND HOMELESSNESS AWARENESS WEEK: FLORIDA PROJECT FILM SCREENING** **November 15, 2018**

**Attendance:** 33

**Purpose:** Film screening of The Florida Project, film on housing insecurity in Central Florida with discussion following.

**Department hosting and collaborators:** Student Care Services, OSI

### **RECESS**

**Fall 2018 and Spring 2019**

**Attendance:** 130 (4 sessions)

**Purpose:** Provide students with hands on interactive activities to each mindfulness and learn about UCF Cares resources and services.

**Department hosting and collaborators:** Student Care Services, CAPS

### **SAFE KNIGHT WEEK: UCF CARES DAY CARNIVAL**

**March 14, 2019**

**Attendance:** 600+

**Purpose:** Carnival activities and campus partner tabling to education students about safety and wellness services.

**Department hosting and collaborators:** Student Care Services, WHPS, CAPS, SHS, RWC, OIE, Victim Services, UCF PD

### **SAFE KNIGHT WEEK: UCF CARES MOVIE KNIGHT**

**March 6, 2019**

**Attendance:** 95

**Purpose:** Provide students with a program to meet UCF Cares Ambassadors, learn about UCF Cares initiative and resources and watch a film.

**Department hosting and collaborators:** Student Care Services, SGA, CAPS, SHS

## **WELLNESS AND HEALTH PROMOTION**

### **RAPID HIV TESTING DAY**

**Fall 2018 and spring 2019**

**Attendance:** 270

**Purpose:** Florida has one of the highest number of new HIV cases in the country. We also know that

certain groups such as LGBT, African American and Latino groups are at a greater risk for contracting HIV. This office holds Rapid Walk-in testing once a month to provide additional opportunities for students to get tested. We also work with student organizations to help get information out about the importance of testing within the higher risk populations.

**Department hosting and collaborators:** Student Health Services and Student Care Services.

### **COUPONING 101/SNAP**

**Fall 2018–Spring 2019**

**Attendance:** 35

**Purpose:** To help students learn the basics of couponing and SNAP assistance in order to eat health.

**Department hosting and collaborators:** SARC, Recreation and Wellness, MASS and Faculty

### **GATHER**

**February 26, 2019**

**Attendance:** 511

**Purpose:** To bring students together as a community and share a meal.

**Department hosting and collaborators:** Wellness and Health Promotion Services

### **FRESH U**

**November 15, 2018**

**Attendance:** 35

**Purpose:** This event was to bring together the Men's mentor groups in MASS to teach them healthy recipes and nutrition education.

**Department hosting and collaborators:** Wellness and Health Promotion Services and MASS

### **FRESH U KITCHEN WITH THE CREATIVE SCHOOL**

**May 3, 2019 and May 13, 2019**

**Attendance:** 140

**Purpose:** This event was to teach students and their parents how to make a health snack that kids will also eat.

**Department hosting and collaborators:** Wellness and Health Promotion Services

## HOUSING

**TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:**

**34**

**TOTAL  
ATTENDANCE:**

**5,624**

### HOUSING AND RESIDENCE LIFE

#### **2-PART DIVERSITY READING SERIES: *THE GLASS CASTLE***

**July 13, 2018 and August 3, 2018**

**Attendance:** 17

**Purpose:** Participants explored the effects of dysfunctional family dynamics on children through the author's memoir.

**Department hosting and collaborators:** DHRL, Human Resources

#### **“WHAT IS SOCIAL JUSTICE?” WORKSHOP FOR STUDENT STAFF TRAINING**

**August 8, 2018 and May 9, 2019**

**Attendance:** 35

**Purpose:** Participants learned to distinguish between the following terms: diversity, inclusion, and social justice.

**Department hosting and collaborators:** Housing and Residence Life

#### **“WHAT IS SOCIAL JUSTICE?” WORKSHOP FOR HOUSING LEADERSHIP INSTITUTE**

**August 14, 2018**

**Attendance:** 15

**Purpose:** Participants learned to distinguish between the following terms: diversity, inclusion, and social justice.

**Department hosting and collaborators:** Housing and Residence Life

#### **“MICROAGGRESSIONS: EVERYDAY LIFE” WORKSHOP FOR HOUSING LEADERSHIP INSTITUTE**

**August 14, 2018**

**Attendance:** 15

**Purpose:** Participants explored how microaggressions affect individuals throughout their personal and professional life.

**Department hosting and collaborators:** Housing and Residence Life

#### **4-PART DIVERSITY READING SERIES: *MEMOIRS OF A GEISHA* BY ARTHUR GOLDEN**

**September 7, 2018, October 5, 2018, November 2, 2018, and November 30, 2018**

**Attendance:** 22

**Purpose:** Participants explored the historic novel's themes of femininity, oppression, and cultural traditions.

**Department hosting and collaborators:** DHRL Human Resources

#### **“INCLUSIVITY IN AREA COUNCIL PROGRAMMING” WORKSHOP AT FALL LEADERSHIP DAY**

**September 15, 2018**

**Attendance:** 15

**Purpose:** Participants explored how diversity and inclusion impacts residence hall programming and how to implement programming that increases the representation of diverse identities at UCF.

**Department hosting and collaborators:** Housing and Residence Life



## LGBTQ+101 AND ADVOCATES SAFE ZONE TRAINING (2.5 HOURS)

September 2018 to May 2019

**Attendance:** 199

**Purpose:** Participants learned to create a safe, more inclusive, and affirming environment for students, staff, and faculty.

**Department hosting and collaborators:** Housing and Residence Life

## “DEFINING IMPLICIT BIAS IN RECRUITMENT AND SELECTION” WORKSHOP

October 11, 2018

**Attendance:** 30

**Purpose:** Participants were introduced to how implicit bias may effect the recruitment and the selection of Resident Assistants.

**Department hosting and collaborators:** Housing and Residence Life

## “GOVERNMENT SHUTDOWN AND SOCIAL IDENTITIES” RESIDENTIAL CURRICULUM LESSON PLAN FOR STUDENT STAFF

January 2019

**Attendance:** 199

**Purpose:** Participants explored how the U.S. government shutdown impacted different social identities (i.e. socioeconomic status).

**Department hosting and collaborators:** Housing and Residence Life

## RESIDENTIAL CURRICULUM: PASSIVE/ EXPLORING IDENTITY

January 17–31, 2019

**Attendance:** 1,773

**Purpose:** Participants discussed aspects of their personal identities with their RA.

**Department hosting and collaborators:** Housing and Residence Life

## RESIDENTIAL CURRICULUM: CONVERSATIONS/ INCLUDING OTHERS

January 28–February 23, 2019

**Attendance:** 1,803

**Purpose:** RAs engaged residents in dialogue about the importance of including everyone in the community.

**Department hosting and collaborators:** Housing and Residence Life

## 3-PART DIVERSITY READING SERIES: BEHOLD THE DREAMERS BY IMBOLO MBUE

January 11, 2019, February 8, 2019, and March 8, 2019

**Attendance:** 25

**Purpose:** Participants explored the novel’s themes of marriage, immigration, race, power and privilege during the 2008 great recession.

**Department hosting and collaborators:** DHRL, Human Resources

## STAFF MENTAL HEALTH: BURNOUT AND WELLBEING OVERCOME BURNOUT & FRUSTRATION W/ HIGH DEMAND WORKLOADS AND IMPROVE PERFORMANCE

January 31, 2019

**Attendance:** 25

**Purpose:** The webinar’s expert panelists discussed how burnout results in anger and frustration, interpersonal isolation, and declining work performance and presented potential solutions from individual and systemic perspectives.

**Department hosting and collaborators:** DHRL, Human Resources & PaperClip Communications

## “PRINCIPLES FOR HOW WE TREAT EACH OTHER” WORKSHOP

February 22, 2019

**Attendance:** 16

**Purpose:** This 2-hour workshop provided participants with relationship building strategies for creating communities of peace, justice and respect with inclusive environments.

**Department host and collaborators:** Housing and Residence Life

## GREEN DOT CERTIFICATION

**March 1, 2019**

**Attendance:** 23

**Purpose:** Participants in the 2-hour bystander intervention workshop developed skills to prevent and reduce power-based personal violence by communicating intolerance for sexual violence, dating violence, and stalking.

**Department hosts and collaborators:** DHRL Human Resources & Green Dot Office

## RESIDENTIAL CURRICULUM: PASSIVE/COMMUNITY ROLES

**March 4–22, 2019**

**Attendance:** 970

**Purpose:** Participants described their roles within their local, national and international communities.

**Department hosts and collaborators:** DHRL

## 3-PART DIVERSITY READING SERIES — *WHITE OLEANDER* BY JANET FITCH

**April 5, 2019, May 10, 2019, and June 7, 2019**

**Attendance:** 24

**Purpose:** Participants explored the novel's themes of motherhood, children in foster care, and the effects of childhood abuse and neglect.

**Department host and collaborators:** DHRL Human Resources

## LUNCH AND LEARN: “YOU’VE ALREADY LIKELY JUDGED ME” BY MARJORY CURRY

**Date:** April 12, 2019

**Attendance:** 23

**Purpose:** Participants viewed the TED talk “You’ve already likely judged me” and discussed the speaker’s themes of jumping to assumptions, lack of care compassion, and the need to understand other’s circumstances through conversation.

**Department hosts and collaborators:** DHRL Human Resources

## LUNCH AND LEARN: “WHY BEING RESPECTFUL TO YOUR CO-WORKERS IS GOOD FOR BUSINESS” BY CHRISTINE PORARTH

**May 3, 2019**

**Number in attendance:** 13

**Purpose:** Participants viewed the TED talk “Why

being respectful to your co-workers is good for business” by Georgetown leadership researcher Christine Porarth.

**Campus hosts and collaborators:** DHRL Human Resources

## COMING OUT SAFE ZONE TRAINING

**May 9, 2019**

**Attendance:** 45

**Purpose:** Participants learned to create a safe, more inclusive, and affirming environment for people disclosing their sexual orientation or gender identity (a.k.a., coming out).

**Department hosts and Collaborators:** DHRL, LBGTQ+ Services

## LBGTQ+101 SAFE ZONE TRAINING

**May 9, 2019**

**Attendance:** 45

**Purpose:** Participants to create a safe, more inclusive, and affirming environment for students, staff, and faculty.

**Department hosts and collaborators:** DHRL

## “CULTURAL CONSCIOUSNESS” WORKSHOP

**May 9, 2019**

**Attendance:** 45

**Purpose:** Participants explore how to increase their cultural understanding of others and to move towards acceptance.

**Department hosts and collaborators:** DHRL, Social Justice and Advocacy

## “IDENTITY DEVELOPMENT” WORKSHOP

**June 28, 2019**

**Attendance:** 30

**Purpose:** Participants were introduced to the concept of social identity and some of the barriers that comes with social identity: power, privilege, oppression, and bias.

**Department hosts and collaborators:** DHRL, Social Justice and Advocacy

## **NEIGHBORHOOD RELATIONS & SAFETY EDUCATION**

### **MALE MENTORSHIP PROGRAM**

**September 7th 2018 and through the fall semester**

**Attendance:** 2

**Purpose:** To staff and provide support and mentoring for male students as an alternative for sanctions for student conduct violations; to enhance the retention and graduation of vulnerable male students, in order to increase the retention and graduation rate among males. Impact made: Enabled the university to reach and maintain its retention and graduation goals for performance funding/preeminence matrix targets.

**Department hosting and collaborators:** Office of Student Conduct sponsored this program with Neighborhood Relations and Safety Education staffed it.

### **UCF POLICE DEPARTMENT IMPLICIT BIAS**

**December 7, 2018**

**Attendance:** 40 UCF faculty and staff

**Purpose:** To orient, train, and reveal fair and impartial policing and enhance awareness and reporting as community members; the workshop was designed to reduce, eliminate, and mitigate incidents of bias police enforcement on campus. Neighborhood Relations and Safety Education staff participated in this training.

Impact made: Increased campus support of the UCF Police Department and enhanced the collaboration among faculty and staff, which encouraged positive public relations and more effective campus policing.

**Department hosting and collaborators:** UCF Police Department and Neighborhood Relations

### **OVIEDO WOMAN'S CLUB BLACK HISTORY MONTH PROGRAM**

**February 19, 2019**

**Attendance:** 75 community members

**Purpose:** To highlight and focus upon local African-American leaders, who are making history and contributing to the public good; A.J. Range was honored to be featured speaker representing UCF. Impact made: Brought positive public relations, enhanced the image of the university, and promoted university diversity and inclusion as projected in the local community.

**Department hosting and collaborators:** Oviedo Historical Society, Oviedo Woman's Club, and Neighborhood Relations and Safety education.

### **B.L.A.C.K INSTITUTE**

**February 28, 2019**

**Attendance:** 25 UCF students, faculty, and staff

**Purpose:** To encourage, inspire, and motivate students of color to thrive and succeed at UCF; served as a panelist to inform and educate students in ways and means to be successful. Impact made: Connected with and reached out to students of color and served as a role model to maintain and increase retention and graduation of students of color.

**Department hosting and collaborators:**

Counseling and Psychological Center (CAPS) and Neighborhood Relations and Safety Education

### **NGUZO SABA GRADUATION CEREMONY**

**April 30, 2019**

**Attendance:** approximately 75 students of color

**Purpose:** To recognize, honor, and celebrate multicultural students in a n intimate, personalized graduation program.

Impact made: Created, sustained, and solidified the essence of strong, supportive alumni.

**Department hosting and collaborators:**

Community Support Services, Multicultural Academic & Support Services (MASS) and the Office of Equity, Inclusion, and Diversity

## UNIQUE CIRCUMSTANCES

**TOTAL PROGRAMS,  
ACTIVITIES AND EVENTS:**

**4**

**TOTAL  
ATTENDANCE:**

**555**

### CREATIVE SCHOOL

#### **CREATIVE SCHOOL INTERNATIONAL DINNER**

**November 9, 2018**

**Attendance:** 196

**Purpose:** The International Dinner celebrates the diversity of the children attending Creative School. For the dinner, each family brings a dish from their culture and shares a meal with other parents and children, while building relationships with other families. This year, some 47 countries were represented by our families.

**Department hosting and collaborators:** Creative School

#### **CSC CHINESE NEW YEAR CELEBRATION**

**February 5, 2019**

**Attendance:** 146

**Purpose:** The Chinese New Year Celebration provides the children, families and staff the opportunity to learn about Chinese New Year. Families share books, music and snacks with the children. The culmination event is the Dragon parade through the playground. This activity helps to bring awareness to other cultures and allows families to celebrate together.

**Department hosting and collaborators:** Creative School

#### **CSC HOLI FESTIVAL**

**March 20, 2019**

**Attendance:** 173

**Purpose:** The Holi Festival celebrates the joy of color in this ancient Hindu festival. The children, families and staff participate by throwing colored powder on each other in the beautiful display of

renewal. This activity helps to bring awareness to other cultures and allows families to celebrate together.

**Department hosting and collaborators:** Creative School

#### **CSC FLORIDA VOLUNTARY PRE- KINDERGARTEN PROGRAM**

**Yearly Initiative August 2018-May 2019**

**Attendance:** 40

**Purpose:** Creative School for Children provides on-site access to student, staff and community parents of 4 year olds to the Florida Voluntary Pre-kindergarten program. These children receive free state-funded prekindergarten regardless of family income. Children are placed in a developmentally appropriate environment to help prepare them for kindergarten.

**Department hosting and collaborators:** Creative School

#### **CCAMPUS GRANT**

Creative School for Children received the Department of Education CCAMPS grant (Child Care Access Means Parents in School Program). Over the next 4 years, the \$1.5 million grant will provide Pell-eligible students with subsidies for their children's child care tuition. In 2018–2019, 18% of the Creative School for Children families have received support from the grant.

A requirement for the program is that parents participate in school activities with their children. This year's activities included, World Read Aloud Day, Family Friday, Mother's Day, Father's Day, Grandparents'/Special Friends' Day and school events listed above.

# APPENDIX: SDES DIRECTORY

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## ACADEMIC SERVICES FOR STUDENT-ATHLETES (ASSA)

Wayne Densch Center for  
Student-Athlete Leadership

Room 105 | Zip +4: 0300

407.823.5895

[assa.sdes.ucf.edu](http://assa.sdes.ucf.edu)

## ACTIVITY AND SERVICE FEE BUSINESS OFFICE (A&SF)

Student Union

Room 215 | Zip +4: 3230

407.823.5548

[asf.sdes.ucf.edu](http://asf.sdes.ucf.edu)

## BUDGET AND PERSONNEL SUPPORT, SDES

Millican Hall

Room 282 | Zip +4: 0160

407.823.4625

[bps.sdes.ucf.edu](http://bps.sdes.ucf.edu)

## CAREER SERVICES (CS)

CSEL Building

Room 101 | Zip +4: 0165

407.823.2361

[career.sdes.ucf.edu](http://career.sdes.ucf.edu)

## COUNSELING AND PSYCHOLOGICAL SERVICES (CAPS)

Counseling Center

Room 101 | Zip +4: 3170

Tel: 407.823.2811

Fax: 407.823.5415

[caps.sdes.ucf.edu](http://caps.sdes.ucf.edu)

## CREATIVE SCHOOL FOR CHILDREN (CSC)

Creative School for Children

Room 102 | Zip +4: 3546

407.823.2727

[csc.sdes.ucf.edu](http://csc.sdes.ucf.edu)

## FIRST YEAR ADVISING AND EXPLORATION (FYAE)

Trevor Colbourn Hall

Room 133 | Zip +4: 0170

Tel: 407.823.3789

Fax: 407.823.3546

[fyae.sdes.ucf.edu](http://fyae.sdes.ucf.edu)

## FIRST YEAR EXPERIENCE (FYE)

Howard Phillips Hall

Room 216 | Zip +4: 3240

407.823.5105

[fye.sdes.ucf.edu](http://fye.sdes.ucf.edu)

## FLORIDA CONSORTIUM OF METROPOLITAN RESEARCH UNIVERSITIES

12424 Research Parkway

Suite 101 | Zip: 32826

Tel: 407.823.1773

[floridaconsortium.com](http://floridaconsortium.com)

## FRATERNITY AND SORORITY LIFE

Fraternity and Sorority Life, Building 415

Room 101 | Zip +4: 0157

Tel: 407.832.2072

Fax: 407.823.2929

[fsl.sdes.ucf.edu](http://fsl.sdes.ucf.edu)

## HOUSING AND RESIDENCE LIFE (H&RL)

Housing Administration Building

Room 123 | Zip +4: 3222

Tel: 407.823.4663

Fax: 407.823.3831

[www.housing.ucf.edu](http://www.housing.ucf.edu)

## INCLUSIVE EDUCATION SERVICES (IES)

Ferrell Commons

Room 18 | Zip +4: 3222

Tel: 407.823.4427

[ies.sdes.ucf.edu](http://ies.sdes.ucf.edu)

## **INFORMATION TECHNOLOGY, SDES**

Ferrell Commons  
Room 132 | Zip +4: 0159  
Tel: 407.823.4444  
Fax: 407.823.4609  
[it.sdes.ucf.edu](http://it.sdes.ucf.edu)

## **LEAD SCHOLARS ACADEMY**

Ferrell Commons  
Room 165 | Zip +4: 0126  
Tel: 407.823.2223  
Fax: 407.823.3942  
[lsa.sdes.ucf.edu](http://lsa.sdes.ucf.edu)

## **MULTICULTURAL ACADEMIC AND SUPPORT SERVICES (MASS)**

Student Union  
Room 154 | Zip +4: 0135  
Tel: 407.823.2716  
Fax: 407.823.5616  
[mass.sdes.ucf.edu](http://mass.sdes.ucf.edu)

## **NEIGHBORHOOD RELATIONS AND SAFETY EDUCATION**

Millican Hall  
Room 282 | Zip +4: 0160  
Tel: 407.823.4625  
Fax: 407.823.3942  
[nrse.sdes.ucf.edu](http://nrse.sdes.ucf.edu)

## **OFFICE OF STUDENT CONDUCT (OSC)**

Ferrell Commons  
Room 227 | Zip +4: 3655  
Tel: 407.823.4638  
Fax: 407.823.4544  
[osc.sdes.ucf.edu](http://osc.sdes.ucf.edu)

## **OFFICE OF STUDENT INVOLVEMENT (OSI)**

Student Union  
Room 208 | Zip +4: 3245  
Tel: 407.823.6471  
Fax: 407.823.5899  
[osi.ucf.edu](http://osi.ucf.edu)

## **OFFICE OF STUDENT RIGHTS AND RESPONSIBILITIES (OSRR)**

Ferrell Commons  
Room 227 | Zip +4: 3655  
Tel: 407.823.4683, 407.823.6960  
Fax: 407.823.4544  
[osrr.sdes.ucf.edu](http://osrr.sdes.ucf.edu)

## **RECREATION AND WELLNESS CENTER (RWC)**

RWC, Room 204 | Zip +4: 3548  
Tel: 407.823.2408  
Fax Number: 407.823.5446  
[rwc.sdes.ucf.edu](http://rwc.sdes.ucf.edu)

## **REGISTRAR'S OFFICE (RO)**

Millican Hall  
Room 161 | Zip +4: 0114  
Tel: 407.823.3100  
Fax: 407.823.5652  
[registrar.ucf.edu](http://registrar.ucf.edu)

## **SOCIAL JUSTICE AND ADVOCACY (SJA)**

Student Union  
Room 207 | Zip +4: 3230  
Tel: 407.823.3626  
Fax: 407.823.0033  
[sja.sdes.ucf.edu](http://sja.sdes.ucf.edu)

## **STUDENT ACADEMIC RESOURCE CENTER (SARC)**

Trevor Colbourn Hall  
Room 117 | Zip +4: 3115  
Tel: 407.823.5130  
Fax: 407.823.2051  
[sarc.sdes.ucf.edu](http://sarc.sdes.ucf.edu)

## **STUDENT ACCESSIBILITY SERVICES (SAS)**

Ferrell Commons  
Room 185 | Zip +4: 0161  
Tel: 407.823.2371  
Fax: 407.823.2372  
[sas.sdes.ucf.edu](http://sas.sdes.ucf.edu)

## **STUDENT FINANCIAL ASSISTANCE (SFA)**

Millican Hall  
Room 120 | Zip +4: 0113  
Tel: 407.823.2827  
Fax: 407.823.5241  
[finaid.ucf.edu](http://finaid.ucf.edu)

## **STUDENT LEGAL SERVICES (SLS)**

Student Union  
Room 304 | Zip +4: 3650  
Tel: 407.823.2538  
Fax: 407.823.5305  
[sls.sdes.ucf.edu](http://sls.sdes.ucf.edu)

## **STUDENT OUTREACH SERVICES (SOS)**

Orlando Tech Center, Bldg. 600  
Room 215 | Zip +4: 3620  
Tel: 407.823.5580  
Fax: 407.823.6216  
[sos.sdes.ucf.edu](http://sos.sdes.ucf.edu)

## **STUDENT UNION (SU)**

Student Union  
Room 312 | Zip +4: 3250  
Tel: 407.823.3677  
Fax: 407.823.6483  
[studentunion.ucf.edu](http://studentunion.ucf.edu)

## **TRANSFER AND TRANSITION SERVICES (TTS)**

Trevor Colbourn Hall  
Room 133A | Zip +4: 0123  
407.823.2231  
[transfer.sdes.ucf.edu](http://transfer.sdes.ucf.edu)

## **TRIO PROGRAM: PRIME STEM PROGRAM**

Howard Phillips Hall  
Room 208 | Zip +4: 1920  
Tel: 407.823.4165  
Fax: 407.823.5597  
[trio.sdes.ucf.edu](http://trio.sdes.ucf.edu)

## **UNDERGRADUATE ADMISSIONS (UA)**

Duke Energy University Welcome Center  
Room 215 | Zip +4: 0111  
407.823.3000  
[admissions.ucf.edu](http://admissions.ucf.edu)

## **UNIVERSITY TESTING CENTER (UTC)**

Howard Phillips Hall  
Room 106 | Zip +4: 3117  
407.823.5109  
[utc.sdes.ucf.edu](http://utc.sdes.ucf.edu)

## **WELLNESS AND HEALTH PROMOTION SERVICES (WHPS)**

Recreation and Wellness Center  
Suite 111 | Zip +4: 3330  
407.823.5841  
[whps.sdes.ucf.edu](http://whps.sdes.ucf.edu)





**2020 Florida Educational Equity Act Report  
University of Central Florida  
Data Year 2018-2019**

# **ATTACHMENT B**



# LET'S BE CLEAR

GET HELP NOW

FILE A REPORT

EXIT PAGE

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TITLE IX AT UCF

PROGRAMS AND PREVENTION

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Thank you for visiting the University's Let's Be Clear website. Due to University guidance relating to addressing COVID-19, the Office of Institutional Equity (OIE) staff, including the Title IX Coordinator Matt Ricke, are working remotely; however, OIE remains open and available Monday-Friday, 8:00 am - 5:00 pm. Please contact us using our [Reporting Form](#) or by email at [oie@ucf.edu](mailto:oie@ucf.edu) and someone will respond to you promptly. **UCF Victim Services confidential advocates remain available 24/7 by phone (407-823-1200) or text (407-823-6868).**

## Let's Be Clear...

You can find help and support here for sexual harassment, sexual assault, relationship violence and stalking.



RESOURCES



REPORTING



LET'S BE CLEAR

**STUDENT CARE SERVICES**  
**407-823-5607**

**EMPLOYEE ASSISTANCE  
PROGRAM (EAP)**  
**407-823-2771**

**OFFICE OF INSTITUTIONAL  
EQUITY (OIE)**  
**407-823-1336**

**UCF**TITLEIX

[GET HELP](#) [REPORTING](#) [OFFER SUPPORT](#) [TITLE IX AT UCF](#) [PROGRAMS AND PREVENTION](#) [MORE INFORMATION](#) [CONTACT](#)



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# Title IX at UCF

## ABOUT TITLE IX AT UCF



Explore Title IX at UCF.

## MEET THE UCF TITLE IX TEAM



Familiarize yourself with the UCF personnel here to help you in the Title IX process.

## UCF POLICIES AND REGULATIONS



Learn more about UCF policies regarding sex discrimination including sexual harassment, sexual assault, relationship violence, stalking and/or retaliation.

## UCF INVESTIGATION PROCEDURES



Learn about what to expect during an Title IX investigation, Student Conduct proceedings and employee disciplinary matters.

## PREGNANCY AND PARENTING



Learn more about support and resources for faculty, staff and students.

**VICTIM SERVICES**  
407-823-1200 (CALL)  
407-823-6868 (TEXT)

**COUNSELING AND  
PSYCHOLOGICAL  
SERVICES (CAPS)**  
407-823-2811

**STUDENT HEALTH  
SERVICES (SHS)**  
407-823-2701

**STUDENT CARE SERVICES**  
407-823-5607

**EMPLOYEE ASSISTANCE  
PROGRAM (EAP)**  
407-823-2771

**OFFICE OF INSTITUTIONAL  
EQUITY (OIE)**  
407-823-1336



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## Get Help

### SURVIVORS / COMPLAINANTS



The term "Complainant" refers to anyone who discloses having been subjected to sex discrimination, which includes sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based

### ACCUSED / RESPONDENTS



The term "Respondent" refers to any student or registered student organization who has been accused of sex discrimination, which includes sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based



harassment, or retaliation.

harassment, or retaliation.

## EMPLOYEES



UCF employees have resources, reporting options and rights when they are involved in matters of sex discrimination, which includes sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, or retaliation.

## RESOURCES



Search here to find campus, local, regional, state and national resources available to you or someone you are supporting through this process.

**VICTIM SERVICES**  
**407-823-1200 (CALL)**  
**407-823-6868 (TEXT)**

**COUNSELING AND  
PSYCHOLOGICAL  
SERVICES (CAPS)**  
**407-823-2811**

**STUDENT HEALTH  
SERVICES (SHS)**  
**407-823-2701**

**STUDENT CARE SERVICES**  
**407-823-5607**

**EMPLOYEE ASSISTANCE  
PROGRAM (EAP)**  
**407-823-2771**

**OFFICE OF INSTITUTIONAL  
EQUITY (OIE)**  
**407-823-1336**

**UCFTITLEIX**

[GET HELP](#) [REPORTING](#) [OFFER SUPPORT](#) [TITLE IX AT UCF](#) [PROGRAMS AND PREVENTION](#) [MORE INFORMATION](#) [CONTACT](#)

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# Reporting

## WHAT KIND OF REPORT SHOULD I FILE?

While survivors are strongly encouraged to make a report to both the [police](#) and the [Office of Institutional Equity \(OIE\)](#) for assistance and investigation, it is ultimately the survivor's decision as to which type(s) of report, if any, are best for their recovery and well-being. The police investigate criminal violations. The University (OIE) investigates University conduct code and policy violations. Reporting can help to ensure the safety of the victim-survivor and the entire campus community. The Advocates at UCF Victim Services can assist you in deciding what type of reporting is best for you.

## UNIVERSITY INVESTIGATION

Search here for information on filing a UCF Report.

## POLICE REPORTS

Search here for information on filing a Police Reports.

## EMPLOYEE REPORTING RESPONSIBILITIES

Learn about responsible employees and confidential employees.

## FAQS

Find answers to frequently asked questions regarding reporting options.

**VICTIM SERVICES**  
407-823-1200 (CALL)  
407-823-6868 (TEXT)

**COUNSELING AND  
PSYCHOLOGICAL  
SERVICES (CAPS)**  
407-823-2811

**STUDENT HEALTH  
SERVICES (SHS)**  
407-823-2701

**STUDENT CARE SERVICES**  
407-823-5607

**EMPLOYEE ASSISTANCE  
PROGRAM (EAP)**  
407-823-2771

**OFFICE OF INSTITUTIONAL  
EQUITY (OIE)**  
407-823-1336

UCFTITLEIX

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# Offer Support

AS A FRIEND



Learn about how to help your friend at UCF.

AS A PARENT / GUARDIAN



Learn about how you can support your student.

AS A PARTNER



AS A UCF FACULTY OR STAFF



Learn about how to offer healthy support to your partner, spouse, boyfriend, or girlfriend.

UCF employees have obligations regarding reporting incidents of sex discrimination including sexual harassment, sexual assault, relationship violence and stalking. Learn about your responsibilities and how to provide appropriate support for your students and peers.

**VICTIM SERVICES**  
407-823-1200 (CALL)  
407-823-6868 (TEXT)

**COUNSELING AND  
PSYCHOLOGICAL  
SERVICES (CAPS)**  
407-823-2811

**STUDENT HEALTH  
SERVICES (SHS)**  
407-823-2701

**STUDENT CARE SERVICES**  
407-823-5607

**EMPLOYEE ASSISTANCE  
PROGRAM (EAP)**  
407-823-2771

**OFFICE OF INSTITUTIONAL  
EQUITY (OIE)**  
407-823-1336



UNIVERSITY OF  
CENTRAL FLORIDA

## Reporting Form: Sex Discrimination, Sexual Harassment, Sexual Misconduct or Interpersonal Violence

This form should be used to report any Title IX related incident involving Sex Discrimination, Sexual Harassment, Sexual Assault, Relationship Violence or Stalking, (herein "Prohibited Conduct") as those terms are defined in the University of Central Florida's rules of conduct found in the [Golden Rule Student Handbook](#) and the [University's Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy](#).

Please note that submissions using this form will not be responded to outside of normal business hours. If there is immediate risk to health or safety, please call 911.


By submitting this report, you are stating that all information contained in the report is true and correct to the best of your knowledge. Knowingly filing a false record may lead to University Administrative Action. Please know that the University takes reports of this nature seriously, and prohibits retaliation for making a good faith report of misconduct.

Furthermore, please realize that the individuals involved may be afforded certain privacy rights under the Family Educational Rights and Privacy Act (FERPA) which established requirements regarding the privacy of student records. Please note that parties have the right to inspect any information submitted regarding this matter. Similarly, employees may be afforded certain privacy rights in regards to personnel matters. Once this report is received, Title IX Personnel may contact you via phone or e-mail to discuss the matter in further detail.

**As a reminder: all responsible university employees including staff members, faculty members, and administrators with the exception of those working in a confidential capacity (e.g., counselors, victim advocates, medical providers and clergy), who learn of suspected incidents of Prohibited Conduct directly or indirectly have a duty to report the information immediately to the Office of Institutional Equity/Title IX Coordinator through this reporting form.**

Your full name:

Your position/title:

Your phone number:	<input type="text"/>
Your email address (required):	<input type="text"/>
Your physical address:	<input type="text"/>
Reason for this report (Required):	<div>Please Choose... ▼</div>
Law Enforcement agency called (Required):	<div>Please Choose... ▼</div>
Date of incident (Required)	<div>mm/dd/yyyy </div>
Time of incident:	<input type="text"/>
Location of incident (Required):	<div>Please select a location ▼</div>
Specific location :	<input type="text"/>

## Involved Parties

Please list any individuals involved excluding yourself. Please note that individuals involved in incidents of sex discrimination, sexual harassment, sexual assault, relationship violence or stalking are referred to as **Complainants, Respondents and Witnesses**.

\* Any person who feels they have been subjected to Prohibited Conduct shall be referred to as "**Complainant.**"

\* Any individual or group who has been accused of committing an act of Prohibited Conduct shall be referred to as "**Respondent.**"

\* Any person who has directly observed an incident or has direct or indirect knowledge related to an incident of Prohibited Conduct shall be referred to as "**Witness.**"

Name of Individual or Organization	Select Gender	Select Role	UCF ID Number
<input type="text"/>	<div>▼</div>	<div>▼</div>	<input type="text"/>



DOB (YYYY-MM-DD)

Phone number

Email address

Hall/Address

Add another party

## Incident Reporting

Please complete the fields below

Please provide a detailed description of the incident/concern using specific concise, objective language. Please make sure to include all relevant information, including who was involved in the incident, how each person associated with this report was involved in the incident, what happened during the incident, where the incident took place and when the incident took place, and how you became aware of the incident. **(Required)**

What other departments have been notified? **(Required)**

☐ UCF Police Department

☐ Student Health Services

☐ Human Resources

☐ Other Law Enforcement

☐ Off Campus Health Services

☐ Other (i.e. Department Chair, Dean,

☐ UCF Victim Services

☐ Residence Life

Supervisor)

☐ Counseling & Psychological Services (CAPS)

☐ Student Care Services

☐ None

If you answered "Other" above please specify what other department was notified.

## Supporting Documentation

Photos, video, email, and other supporting documents may be attached below. 1GB maximum total size.

**Attachments require time to upload, so please be patient after submitting this form.**

Choose files to upload

Choose Files

☐ Email me a copy of this report

**Submit report**



**2020 Florida Educational Equity Act Report  
University of Central Florida  
Data Year 2018-2019**

# **ATTACHMENT C**



# PRESIDENT'S STATEMENT

Regarding Equal Opportunity and Affirmative Action

As President of the University of Central Florida, I wish to affirm my support for the goals of equal opportunity and affirmative action as identified in state and federal law. UCF is an equal opportunity employer and educational provider. As set forth in the **Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy (No. 2-004.1)** (Nondiscrimination Policy), the University prohibits discrimination 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's status (as protected under the Vietnam Era Veterans' Readjustment Assistant Act), or membership in any other protected classes as set forth in state or federal law in all its programs and activities. The University prohibits discrimination with respect to all terms and conditions of employment and in all of its educational programs, activities, services, and related opportunities.

The University does not tolerate discriminatory harassment, a form of discrimination. Discriminatory harassment consists of verbal, physical, electronic, or other conduct based upon an individual's protected class (as set forth above) that interferes with that individual's educational or employment opportunities, participation in a university program or activity, or receipt of legitimately-requested services meeting the description of either *Hostile Environment Harassment* or *Quid Pro Quo Harassment*. *Hostile Environment Harassment* consists of 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. *Quid Pro Quo Harassment* consists of 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, employment, or participation in a university program or activity. Sexual harassment is any unwelcome sexual advance, request for sexual favors, or other unwanted conduct of a sexual nature, whether verbal, nonverbal, graphic, physical, or otherwise, when the conditions for *Hostile Environment Harassment* or *Quid Pro Quo Harassment* are present.

All faculty and staff must be aware that amorous relationships with students are likely to lead to difficulties and have the potential to place faculty and staff members at great personal and professional risk. The power difference inherent in the faculty-student or staff-student relationship means that any amorous relationship between a faculty or staff member and a student is potentially exploitative or could at any time be perceived as exploitative. Accordingly, all employees are prohibited from pursuing or engaging in any amorous relationship with any undergraduate student. Also, employees are prohibited from pursuing or engaging in any amorous relationship with a graduate student under that employee's authority (including formal mentoring or advising, supervision of research, employment as a teaching assistant, and responsibility for student's grades). In the event of a charge of sexual harassment arising from such circumstances, the University will in general be unsympathetic to a defense based upon consent when the facts establish that a faculty-student or staff-student power differential existed within the relationship.

Similarly, amorous relationships between supervisors and their subordinate employees often adversely affect decisions, distort judgment, and undermine workplace morale for all employees, including those not directly engaged in the relationship. Accordingly, the University prohibits all employees from pursuing or engaging in amorous relationships with employees whom they supervise. No supervisor shall initiate or participate in institutional decisions involving a direct benefit or penalty (employment, retention, promotion, tenure, salary, leave of absence, etc.) to a person with whom that individual has or has had an amorous relationship.

The University will actively seek to ensure a diverse and inclusive faculty, staff, and student body by, for example, making outreach efforts that encourage all qualified individuals to apply for employment and enrollment. The University maintains an Affirmative Action Plan aimed at developing and maintaining a broadly-representative workforce. Respect for diverse viewpoints, experiences, and intellectual pursuits is a cornerstone of learning, and this atmosphere of empowerment shall be characteristic of UCF and its efforts. The University remains committed to seeking the best-qualified person to fill each available position. Candidates for employment will be assured careful and fair consideration. The University will reward employees based on job performance.

Every member of the University community is directed to refrain from actions that threaten, intimidate, humiliate, or demean persons or groups because of their protected classes. Each member of the administrative leadership team is responsible for all necessary initiatives in pursuit of these goals, including those developed in the University's Affirmative Action Plans. It is the responsibility of all departments and personnel to ensure the University's compliance with state and federal law, as well as University policies and regulations. Employees, students, and third parties must be free from fear of reprisal in exercising their civil rights. Accordingly, the University strictly prohibits retaliation against any person for making a good faith report of discrimination or discriminatory harassment, or participating in or being a party to any proceeding under the *Nondiscrimination Policy*. Retaliation shall be regarded as seriously as discrimination or harassment itself. Both will warrant discipline when substantiated.

If you are a Responsible Employee, you are required to report any incident of sex discrimination, sexual harassment and/or sexual violence (including sexual assault, relationship violence, and stalking) involving a student to the Office of Institutional Equity. Please visit the University's [Let's Be Clear website](#) to file a report by clicking on the "File A Report" tab, as well as to review additional information regarding resources and reporting options for incidents of this nature. If you are a supervisor and aware (either directly or indirectly) of any incident of discrimination, discriminatory harassment, or retaliation involving a student or employee, you are required to report the incident to the Office of Institutional Equity. Persons who believe that they are being subjected to discrimination, discriminatory harassment, or retaliation are encouraged to consult with the Office of Institutional Equity. This office is assigned primary responsibility for addressing all matters related to discrimination. Complaints pertaining to Titles IV, VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act of 1967, the Age Discrimination Act of 1975, the Vietnam Era Veterans' Readjustment Act, the Americans with Disabilities Act, the Florida Educational Equity Act, the Florida Civil Rights Act, and other civil rights statutes should be brought to the attention of the Office of Institutional Equity.

Office of Institutional Equity  
12701 Scholarship Drive, Suite 101  
Barbara Ying CMMS Building 81  
Orlando, FL 32816-0030  
(407) 823-1336  
[oie@ucf.edu](mailto:oie@ucf.edu)  
[oie.ucf.edu](http://oie.ucf.edu)

The administrative leadership will be kept informed of my commitment to equal opportunity, equal access, and affirmative action at UCF. Regular reporting of each administrative unit to me will ensure that goals are being met. I am convinced that our commitment to these goals will measurably strengthen the University and its relationship to the Central Florida community we serve.



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**Alexander N. Cartwright**  
President

*May 5, 2020*

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**Date**

**2020 Florida Educational Equity Act Report  
University of Central Florida  
Data Year 2018-2019**

# **ATTACHMENT D**



Initiative Title	Description	Student Participation (if available; counts or % of eligible students)	Outcomes / Effectiveness	Other Comments (if any)
I. ACCESS Summer Bridge Program	The Access program is six-week academic, on-campus summer program for selected first-year students who receive additional academic preparation before attending classes in the fall. Participation is by invitation only from Undergraduate Admissions.	a. Access Summer Bridge Program (399)	To offer a six-week summer component and an academic enhancement component that spans the fall and spring semesters to First time In College (FTIC) students beginning at UCF. The program assisted diverse students with making a smooth transition from high school to college. 1) To assist students with the transition from high school to college, and 2) To enhance the leadership skills of students participating in the program.	Impact: 1) Improved Academic Engagement and Achievement, 2) Improved interpersonal relationships, personal responsibility for college completion and campus community involvement.
II. Multiculutral and First Generation Programs, Conferences, Support Services, and Outreach	Multiculutral and First Generation Programs provide a structured approach to developing social integration, self-efficacy, and sense of belonging on campus through campus resources and support services; meaningful student engagement and student involvement opportunities. The conferences and programs are designed to ease the transition to college for multicultural and first generation students; provide students with the skills and knowledge to transition successfully to college; demystify the college experience, assist with navigating the university landscape, and help prepare students to succeed at UCF and beyond. The services provided includes the following: One-on-one guidance and advising through our friendly student and professional staff - Referral to the appropriate resources - Resources on Financial Concerns & Scholarships, Academic Success, Getting Involved, Counseling and Advisement, Internships, and Future Planning - Opportunities to connect with students, faculty, staff, community professionals, and alumni - Overall support through your time at UCF! Our job is to see you succeed!	a. MASS Student Success Conference (102) b. MASS Spring Multicultural Celebration (231) c. Student Success Process Improvement First Generation Group (1054) d. Multicultural and First Generation Excellence in Action Recognition Program (1029)* e. Sister to Sister Program (129) f. Knights First-Generation Program (114) g. Multicultural Networking Reception (129) h. Multicultural Transfer & FTIC Reception (88)	Student Learning Outcomes for the conferences are as follows: 1) Students attending the conference will be able to link campus dynamics and campus culture to academic success and degree attainment. 2) Students attending the conference will be able to connect academic success to service(s), program(s), and policies on college campus. 3) Students attending the conference will be able to list two benefits of graduating from college. 4) Students attending the conference will accept responsibility for their academic achievement. 5) Students attending the conference will accept responsibility for understanding the importance of financial and economic literacy.	Impact: 1) Improved Academic Engagement and Achievement, 2) Improved interpersonal relationships, personal responsibility for college completion and campus community involvement.
III. Brother to Brother, Collegiate Male Institute, Collegiate Males	The mission of the Brother to Brother (B2B) program is to provide academic, career, and leadership assessment (development), social and financial support to multicultural or first generation undergraduate males who are enrolled part- or full-time at UCF. The program offers leadership development, career exploration, academic skill building, and social enrichment activities.	a. Student Success Process Improvement Minority Male Group (1225) b. Brother to Brother Program (B2B) (55) c. Brothers on the Rise (7) d. Collegiate Male Institute (30)	Program Outcomes: The intent of the B2B Program is prepare collegiate males for academic and personal success at the university. The program outcomes are as follows: 1) To increase the number of males graduating college; 2) To increase the number of mentor/mentee male relationships; and 3) To increase the number of males engaged and persisting in college.	Impact: 1) Improved Academic Engagement and Achievement, 2) Improved interpersonal relationships, personal responsibility for college completion and campus community involvement.
IV. Deferred Action Childhood Arrivals (DACA), DREAMERS	UCF provides a safe and inclusive learning environment, support services and guidance to Dreamers, DACA and TPS students.	a. Latinos In Action Conference (969) b. Dream.US Reception (32) c. Dare to Dream (43) d. Deferred Action Childhood Arrivals/Dreamers Pep Rally and orientation (49) e. Deferred Action Childhood	To coordinate student pledges for DACA, Dreamers and TPS students to support student progression and retention.	Impact: 1) Improved Academic Engagement and Achievement, 2) Improved interpersonal relationships, personal responsibility for college completion and campus social integration.

V. Knight Alliance Network Program (Former Foster Care Youth)	The mission of the Knight Alliance Network (KAN) mentoring program provides guidance, support, resources, advocacy, financial literacy, and a place of belonging for foster care youth enrolled at the University of Central Florida. Our goal is to provide support services and a place where students can have a voice, support services and resources as they persist towards graduation at UCF. The KAN mentoring program clarifies the college experience, assists students as they navigate through the university landscape, and helps students prepare for success. We serve as a one-stop shop for foster care youth at UCF.	a. Knight Alliance Network Program (Foster Care Youth) (69)	The MASS Office serves as a one stop shop for foster care youth at UCF. The MASS Office, under the guidance of SDES has developed a continuum of programs and options to serve the educational needs of foster youth and adult alumni. The Knight Alliance Network supports the populations of students who have recently turned 18 while in foster care with the following Learning Outcomes: 1) 75% of former foster youth and adults participating in the MASS Knight Alliance Network will complete financial literacy; 2) 75% of former foster youth and adult alumni completing a survey of Financial Literacy module will report they understand the importance of financial literacy;	Impact: 1) Improved Academic Engagement and Achievement, 2) Improved interpersonal relationships, personal responsibility for college completion and campus community involvement.
VI. Pre-Collegiate and T	The purpose of Pre College and Transfer State College outreach is to focus on providing multicultural and first generation students with information on the college admissions process, SAT/ACT, Financial Aid, and Careers. Community based programs invite students from the following surrounding counties: Orange, Seminole, Duval, Osceola, Volusia and Lake. Department: Multicultural Academic and Support Services	NA	To engage diverse students in the admissions and transfer process to UCF i.e. Greek Life, Admissions process, Financial Aid process and Student Involvement activities at UCF. 1) Identify the steps for applying to college. 2) Apply the resources learned to the admissions application process for college. 3) Communicate through writing about the college going process with a college.	Impact: 1) Improved Academic Engagement and Achievement; 2) Increased personal responsibility for attending and graduating from college.
VII. Workshops, Scholarships and Student Recognition Ceremonies	The purpose of the workshops, scholarships and student recognition ceremonies are to provide multicultural and first generation students with an opportunity to engage with UCF faculty or staff members outside the classroom. These services are designed to increase student involvement and engagement on campus in support services and programs.	a. Diversity Scholarship (DEST)(18) b. MASS Workshops & Lunch and Learns (65) c. Scholarships (48) d. Non-Florida Waivers (17) e. Access Closing Ceremony (670)* f. Dr. Valerie King First Generation Nguzo Saba Celebration (50) g. Study Abroad China (3) h. AVP Graduation Letter to Spring First-Gen Spring Graduates (1,973)	To provide students with scholarships and recognition as they progress towards student success annually. 1) To recognize first generation and multicultural students for their academic achievement(s) while in college. 2) To create a platform where the university celebrates with students, faculty and staff the academic achievements of first generation and multicultural students.	Impact: 1) Improved Academic Engagement and Achievement; and 2) Increased personal responsibility.
VII. Diversity and Inclusion	Diversity and Inclusion efforts are intentionally aimed to impact and expand UCF diversity framework and expand campus awareness and knowledge surrounding equity and inclusion.	a. Black Faculty and Staff Association 25th Annual Joseph C. Andrew's Annual Mentoring Celebration (500) *	To engage students, faculty, and staff in the diversity, equity and inclusion programs in the campus community.	Impact: 1) Improved campus engagement opportunities 2) Improved interpersonal relationships, personal responsibility for diversity, equity and inclusion.

\* Includes Guests

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** President's FY21 Goals

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**Background:**

The employment agreement between the University of Central Florida Board of Trustees and Alexander Cartwright states that *Dr. Cartwright shall provide to the Chair of the Board of Trustees' Compensation and Labor Committee a list of proposed goals and objectives on or before November 1 of each year.*

The proposed goals will be presented to the committee for review.

**Issues to be Considered:**

Whether to approve the President's FY21 Goals.

**Alternatives to Decision:**

If members of the committee have additional input for presidential goals.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approval of the President's FY21 Goals.

**Authority for Board of Trustees Action:**

N/A

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

N/A

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

Chair Sprouls has approved adding this item to the agenda.

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**Submitted by:**

Maureen Binder, Associate Vice President and Chief Human Resources Officer

**Supporting Documentation:**

Attachment A: Presidential Goals 2020-2021

**Facilitators/Presenters:**

John Sprouls, Chair, Compensation and Labor Committee  
Alexander Cartwright, President

## **Presidential Goals 2020-2021**

UCF aspires to be one of the nation's leading innovative research universities, with a focus on student success and contributing to the betterment of society. A different kind of university driven by its entrepreneurialism and optimism, UCF will not be defined by its contemporaries, and rather seeks to forge a new path with the potential to be a leading metropolitan research university that will help to define the future of higher education.

Following years of growth, the university will now focus on building the critical infrastructure that will support its pursuit of excellence. UCF will have a national, and in key areas, international reputation as a new kind of metropolitan public research university that is tightly coupled with its community and can work toward quickly becoming a top 50 public national university and ultimately be considered for membership in the prestigious Association of American Universities.

### **Goals for 2020-2021**

- 1. Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive operational excellence, efficiency and effectiveness.**
- 2. Invest in academic excellence to drive greater student success and research outcomes.**
- 3. Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.**
- 4. Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.**
- 5. Elevate and promote UCF's excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.**

## **Presidential Goals 2020-2021**

### **Objectives**

**1. Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive efficiency and effectiveness.**

- Recruit executive leaders in key areas with the experience and expertise to drive strategy and action in the areas of operational and inclusive excellence.
- Review organizational structure and alignment of key service units to deliver quality service to our students, faculty and staff efficiently and effectively.
- Improve financial planning and reporting tools that will drive stronger enterprise decision-making while also improving business processes across the university.
- Complete strategic plans for the Academic Health Sciences Center and Enterprise Enrollment Planning.
- Ensure organizational alignment, process improvements, and efficiency and effectiveness efforts result in savings that can be reallocated to support instruction and the academic mission of the university.

**2. Invest in academic excellence to drive greater student success and research outcomes.**

- Develop data driven programs and interventions that drive student success and eliminate achievement gaps.
- Begin taking action to reduce UCF's student to faculty ratio by investing in new faculty hiring initiatives.
- Assess and develop investment strategies for graduate programs to continue to expand on our scholarly excellence.
- Increase UCF's capacity to scale our research enterprise and grow research expenditures starting with an external review of our research and economic development activities and partnerships.
- Re-envision strategic priorities and strategies for expansion of research and scholarly excellence

**3. Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.**

- Finalize and adopt a comprehensive Diversity, Equity and Inclusion Action Plan that includes a requirement that all units and colleges demonstrate their own commitment to inclusive excellence through dedicated resources and actions.
- Review current policies and operating procedures to ensure they align with diversity, equity and inclusion priorities and enable progress towards established goals.
- Begin the process of working with academic affairs and student affairs to incorporate inclusive excellence into our academic and support programs to continue to improve student experiences and outcomes across all student populations.

## **Presidential Goals 2020-2021**

- Increase institutional resources that are dedicated to the work of diversity, equity, and inclusion across campus.
- Launch required diversity, equity and inclusion trainings for all employees in leadership positions.
- Develop and launch required search committee training with immediate emphasis on key leadership hires occurring in 2020.
- Expand critical conversations and public discussions around diversity, equity and inclusion.

### **4. Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.**

- Create new structures that facilitate inclusive decision-making and ensure engagement in university-wide planning and critical initiatives.
- Improve internal communications methods and channels to provide timely, relevant and transparent information to faculty and staff.
- Launch a leadership development training program for all employees in leadership positions.
- Develop additional mental health and well-being programs and support for our faculty, staff and students.
- Prioritize the hiring of executive leadership who are committed to this culture.

### **5. Elevate and promote UCF's excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.**

- Develop a comprehensive strategy to coordinate engagement and partnership activities across the entire institution.
- Create a communications plan that highlights program, faculty and student excellence across all levels of the institution.
- Develop a comprehensive philanthropic strategy that focuses on the academic mission of the institution and will increase investment in student success, research and scholarly activity.
- Increase alumni engagement with a focus on scalable programs that leverage technology and lead to philanthropic engagement.
- Begin planning for UCF's next philanthropic campaign.
- Sustain momentum and support for UCF Athletics to be a top 25 program in the nation.

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** University Compliance, Ethics, and Risk Charter

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**Background:**

University Compliance, Ethics, and Risk provides centralized and coordinated oversight of the university's ethics, compliance, and risk mitigation efforts. The charter formally defines the purpose, authority, and responsibility of the office and staff. It further establishes the program's position within the organization, authorizes access to records, personnel, and physical properties, and defines the scope of compliance, ethics, and risk activities. The charter was previously revised and approved by this Committee on August 28, 2018, and the Board of Trustees on September 27, 2018. It has since been revised to update job titles.

**Issues to be Considered:**

No issues to consider. The charter was revised to update job titles.

**Alternatives to Decision:**

The Committee could propose additional revisions to those proposed by university staff.

**Fiscal Impact and Source of Funding:**

There is no anticipated fiscal impact.

**Recommended Action:**

Approval of the proposed changes.

**Authority for Board of Trustees Action:**

UCF Audit and Compliance Committee Charter and Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs.

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

N/A

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

Chair Joseph Conte has approved adding this item to the agenda.

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**Submitted by:**

Rhonda L. Bishop, Vice President for Compliance and Risk



**Supporting Documentation:**

Attachment A: University Compliance, Ethics, and Risk Charter (redline)

Attachment B: University Compliance, Ethics, and Risk Charter (clean copy)

**Facilitators/Presenters:**

Rhonda L. Bishop, Vice President for Compliance and Risk

## UNIVERSITY COMPLIANCE, ETHICS, AND RISK CHARTER

### Purpose and Mission

University Compliance, Ethics, and Risk provides oversight and guidance to university-wide ethics, compliance, and enterprise risk management activities, and fosters a culture that embeds these disciplines in all university functions and activities. The office provides centralized and coordinated oversight through the ongoing development of effective policies and procedures, education and training, monitoring, communication, risk assessment, and response to reported issues as required by Chapter 8 of the Federal Sentencing Guidelines and Board of Governors Regulation 4.003. These guidelines and regulation set forth the requirements of an effective compliance and ethics program and require promoting compliance with laws and ethical conduct.

The mission of the office is to support and promote a culture of ethics, compliance, risk mitigation, and accountability.

### Reporting Structure and Independence

University Compliance, Ethics, and Risk reports administratively to the president and functionally to the Audit and Compliance Committee of the Board of Trustees. This reporting structure promotes independence and full consideration of compliance, ethics, and risk recommendations and action plans.

The ~~chief compliance and ethics officer~~vice president for compliance and risk and staff shall have organizational independence and objectivity to perform their responsibilities and all activities of the office shall remain free from influence.

### Authority

University Compliance, Ethics, and Risk has the authority to review or investigate all areas of the university, including its direct support organizations and faculty practice plan. Reviews and investigations shall not be restricted or limited by management, the president, or the Board of Trustees. University Compliance, Ethics, and Risk has unrestricted and timely access to records, data, personnel, and physical property relevant to performing compliance reviews and investigations, and to allow for appropriate oversight and guidance related to compliance, ethics, and risk mitigation efforts.

The ~~chief compliance and ethics officer~~vice president for compliance and risk will notify the president and request remediation of any unresolved restriction or barrier imposed by any individual on the scope of any inquiry, or the failure to provide access to necessary information or people for the purposes of such inquiry. If unresolved by the president or if the inappropriate restriction is imposed by the president, the ~~chief compliance and ethics officer~~vice president for compliance and risk will notify the chair of the Audit and Compliance Committee of the Board of Trustees. If not resolved, the ~~chief compliance and ethics officer~~vice president for

compliance and risk -will notify the Board of Governors through the Office of the Inspector General and Director of Compliance.

Documents and records obtained for the above purposes will be handled in compliance with applicable laws, regulations, and university policies and procedures. As required by law, University Compliance, Ethics, and Risk will comply with public records requests.

### **Duties and Responsibilities**

The duties and responsibilities of the ~~chief compliance and ethics officer~~vice president for compliance and risk and staff include projects and activities that fulfill the requirements for an effective compliance and ethics program as required by Chapter 8 of the Federal Sentencing Guidelines and Board of Governors Regulation 4.003 . The University Compliance, Ethics, and Risk Program (Program) will be reasonably designed to optimize its effectiveness in preventing or detecting noncompliance, unethical behavior, and criminal conduct. The Program’s design supports mitigation of risks to the university and its employees and provides safe harbor in the event of misconduct or noncompliance. The following elements define the duties and responsibilities of the office:

1. Oversight of Compliance and Ethics and Related Activities
2. Development of Effective Lines of Communication
3. Providing Effective Training and Education
4. Revising and Developing Policies and Procedures
5. Performing Internal Monitoring, Investigations, and Compliance Reviews
6. Responding Promptly to Detected Problems and Undertaking Corrective Action
7. Enforcing and Promoting Standards through Appropriate Incentives and Disciplinary Guidelines
8. Measuring Compliance Program Effectiveness
9. Oversight and Coordination of External Inquiries into Compliance with Federal and State Laws and Take Appropriate Steps to Ensure Safe Harbor

The ~~chief compliance and ethics officer~~vice president for compliance and risk and staff will:

- Develop a Program plan based on the requirements for an effective program. The Program plan and subsequent changes will be provided to the Board of Trustees for approval. A copy of the approved plan will be provided to the Board of Governors.
- Provide training to university employees and Board of Trustees’ members regarding their responsibility and accountability for ethical conduct and compliance with applicable laws, regulations, rules, policies, and procedures. The Program plan will specify when and how often this training will occur.

- Obtain an external review of the Program’s design and effectiveness at least once every five years. The review and any recommendations for improvement will be provided to the president and Board of Trustees. The assessment will be approved by the Board of Trustees and a copy provided to the Board of Governors.
- Identify and provide oversight and coordination of compliance partners responsible for compliance and ethics related activities across campus and provide communication, training, and guidance on the Program and compliance and ethics related matters.
- Administer and promote the UCF IntegrityLine, an anonymous mechanism available for individuals to report potential or actual misconduct and violations of university policy, regulations, or law, and ensure that no individual faces retaliation for reporting a potential or actual violation when such report is made in good faith.
- Maintain and communicate the university’s policy on reporting misconduct and protection from retaliation and ensure the policy articulates the steps for reporting and escalating matters of alleged misconduct, including criminal conduct, when there are reasonable grounds to believe such conduct has occurred.
- Communicate routinely to the president and the Board of Trustees regarding Program activities. Annually report on the effectiveness of the Program. Any Program plan revisions, based on the ~~chief compliance and ethics officer’s~~ vice president for compliance and risk report, shall be approved by the Board of Trustees. A copy of the report and revised plan will be provided to the Board of Governors.
- Promote and enforce the Program, in consultation with the president and Board of Trustees, consistently through appropriate incentives and disciplinary measures to encourage a culture of compliance and ethics. Failures in compliance and ethics will be addressed through appropriate measures, including education or disciplinary action.
- Initiate, conduct, supervise, coordinate, or refer to other appropriate offices such inquiries, investigations, or reviews deemed appropriate in accordance with university regulations and policies, state statutes, and/or federal regulations.
- Make necessary modification to the Program in response to detected non-compliance, unethical behavior, or criminal conduct and take steps to prevent its occurrence.
- Assist the university in its responsibility to use reasonable efforts to exclude within the university and its affiliated organizations individuals whom it knew or should have known through the exercise of due diligence to have engaged in conduct not consistent with an effective Program.
- Coordinate or request compliance activity information or assistance as necessary from

any university, federal, state, or local government entity. Oversee and coordinate external inquiries into compliance with federal and state laws and take appropriate steps to ensure safe harbor in instances of non-compliance.

University Compliance, Ethics, and Risk provides guidance on compliance, ethics, and related matters to the university community. The office collaborates with compliance partners and senior leadership to review and resolve compliance and ethics issues and coordinate compliance and ethics activities, accomplish objectives, and facilitate the resolution of problems.

To ensure University Compliance, Ethics, and Risk staff has the capabilities to perform the duties and responsibilities as described the ~~chief compliance and ethics officer~~ vice president for compliance and risk will:

- Maintain a professional staff with sufficient size, knowledge, skills, experience, and professional certifications
- Utilize third-party resources as appropriate to supplement the department's efforts
- Perform assessments of the program and make appropriate changes and improvements

### **Professional Standards**

University Compliance, Ethics, and Risk adheres to the *Florida Code of Ethics* and the *Code of Professional Ethics for Compliance and Ethics Professionals*.

*The University Compliance, Ethics, and Risk Charter will be reviewed at least every three years for consistency with applicable Board of Governors and university regulations, professional standards, and best practices. Subsequent changes will be submitted to the Board of Trustees for approval. A copy of the charter and any subsequent changes will be provided to the Board of Governors.*

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this third amended and restated charter at its regularly scheduled meeting on August 20, 2020.

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<u>Associate Corporate Secretary</u>	<u>Date</u>
<u>University of Central Florida Board of Trustees</u>	

Revision History:  
1-13-2017; 9-27-2018

*~~Approved by the UCF Board of Trustees September 27, 2018~~*

## UNIVERSITY COMPLIANCE, ETHICS, AND RISK CHARTER

### **Purpose and Mission**

University Compliance, Ethics, and Risk provides oversight and guidance to university-wide ethics, compliance, and enterprise risk management activities, and fosters a culture that embeds these disciplines in all university functions and activities. The office provides centralized and coordinated oversight through the ongoing development of effective policies and procedures, education and training, monitoring, communication, risk assessment, and response to reported issues as required by Chapter 8 of the Federal Sentencing Guidelines and Board of Governors Regulation 4.003. These guidelines and regulation set forth the requirements of an effective compliance and ethics program and require promoting compliance with laws and ethical conduct.

The mission of the office is to support and promote a culture of ethics, compliance, risk mitigation, and accountability.

### **Reporting Structure and Independence**

University Compliance, Ethics, and Risk reports administratively to the president and functionally to the Audit and Compliance Committee of the Board of Trustees. This reporting structure promotes independence and full consideration of compliance, ethics, and risk recommendations and action plans.

The vice president for compliance and risk and staff shall have organizational independence and objectivity to perform their responsibilities and all activities of the office shall remain free from influence.

### **Authority**

University Compliance, Ethics, and Risk has the authority to review or investigate all areas of the university, including its direct support organizations and faculty practice plan. Reviews and investigations shall not be restricted or limited by management, the president, or the Board of Trustees. University Compliance, Ethics, and Risk has unrestricted and timely access to records, data, personnel, and physical property relevant to performing compliance reviews and investigations, and to allow for appropriate oversight and guidance related to compliance, ethics, and risk mitigation efforts.

The vice president for compliance and risk will notify the president and request remediation of any unresolved restriction or barrier imposed by any individual on the scope of any inquiry, or the failure to provide access to necessary information or people for the purposes of such inquiry. If unresolved by the president or if the inappropriate restriction is imposed by the president, the vice president for compliance and risk will notify the chair of the Audit and Compliance Committee of the Board of Trustees. If not resolved, the vice president for compliance and risk will notify the Board of Governors through the Office of the Inspector General and Director of Compliance.

Documents and records obtained for the above purposes will be handled in compliance with applicable laws, regulations, and university policies and procedures. As required by law, University Compliance, Ethics, and Risk will comply with public records requests.

### **Duties and Responsibilities**

The duties and responsibilities of the vice president for compliance and risk and staff include projects and activities that fulfill the requirements for an effective compliance and ethics program as required by Chapter 8 of the Federal Sentencing Guidelines and Board of Governors Regulation 4.003. The University Compliance, Ethics, and Risk Program (Program) will be reasonably designed to optimize its effectiveness in preventing or detecting noncompliance, unethical behavior, and criminal conduct. The Program's design supports mitigation of risks to the university and its employees and provides safe harbor in the event of misconduct or noncompliance. The following elements define the duties and responsibilities of the office:

1. Oversight of Compliance and Ethics and Related Activities
2. Development of Effective Lines of Communication
3. Providing Effective Training and Education
4. Revising and Developing Policies and Procedures
5. Performing Internal Monitoring, Investigations, and Compliance Reviews
6. Responding Promptly to Detected Problems and Undertaking Corrective Action
7. Enforcing and Promoting Standards through Appropriate Incentives and Disciplinary Guidelines
8. Measuring Compliance Program Effectiveness
9. Oversight and Coordination of External Inquiries into Compliance with Federal and State Laws and Take Appropriate Steps to Ensure Safe Harbor

The vice president for compliance and risk and staff will:

- Develop a Program plan based on the requirements for an effective program. The Program plan and subsequent changes will be provided to the Board of Trustees for approval. A copy of the approved plan will be provided to the Board of Governors.
- Provide training to university employees and Board of Trustees' members regarding their responsibility and accountability for ethical conduct and compliance with applicable laws, regulations, rules, policies, and procedures. The Program plan will specify when and how often this training will occur.
- Obtain an external review of the Program's design and effectiveness at least once every five years. The review and any recommendations for improvement will be provided to the president and Board of Trustees. The assessment will be approved by the Board of Trustees and a copy provided to the Board of Governors.



- Identify and provide oversight and coordination of compliance partners responsible for compliance and ethics related activities across campus and provide communication, training, and guidance on the Program and compliance and ethics related matters.
- Administer and promote the UCF IntegrityLine, an anonymous mechanism available for individuals to report potential or actual misconduct and violations of university policy, regulations, or law, and ensure that no individual faces retaliation for reporting a potential or actual violation when such report is made in good faith.
- Maintain and communicate the university's policy on reporting misconduct and protection from retaliation and ensure the policy articulates the steps for reporting and escalating matters of alleged misconduct, including criminal conduct, when there are reasonable grounds to believe such conduct has occurred.
- Communicate routinely to the president and the Board of Trustees regarding Program activities. Annually report on the effectiveness of the Program. Any Program plan revisions, based on the vice president for compliance and risk report, shall be approved by the Board of Trustees. A copy of the report and revised plan will be provided to the Board of Governors.
- Promote and enforce the Program, in consultation with the president and Board of Trustees, consistently through appropriate incentives and disciplinary measures to encourage a culture of compliance and ethics. Failures in compliance and ethics will be addressed through appropriate measures, including education or disciplinary action.
- Initiate, conduct, supervise, coordinate, or refer to other appropriate offices such inquiries, investigations, or reviews deemed appropriate in accordance with university regulations and policies, state statutes, and/or federal regulations.
- Make necessary modification to the Program in response to detected non-compliance, unethical behavior, or criminal conduct and take steps to prevent its occurrence.
- Assist the university in its responsibility to use reasonable efforts to exclude within the university and its affiliated organizations individuals whom it knew or should have known through the exercise of due diligence to have engaged in conduct not consistent with an effective Program.
- Coordinate or request compliance activity information or assistance as necessary from any university, federal, state, or local government entity. Oversee and coordinate external inquiries into compliance with federal and state laws and take appropriate steps to ensure safe harbor in instances of non-compliance.

University Compliance, Ethics, and Risk provides guidance on compliance, ethics, and related matters to the university community. The office collaborates with compliance partners and senior leadership to review and resolve compliance and ethics issues and coordinate compliance and ethics activities, accomplish objectives, and facilitate the resolution of problems.

To ensure University Compliance, Ethics, and Risk staff has the capabilities to perform the duties and responsibilities as described the vice president for compliance and risk will:

- Maintain a professional staff with sufficient size, knowledge, skills, experience, and professional certifications
- Utilize third-party resources as appropriate to supplement the department's efforts
- Perform assessments of the program and make appropriate changes and improvements

### **Professional Standards**

University Compliance, Ethics, and Risk adheres to the *Florida Code of Ethics* and the *Code of Professional Ethics for Compliance and Ethics Professionals*.

*The University Compliance, Ethics, and Risk Charter will be reviewed at least every three years for consistency with applicable Board of Governors and university regulations, professional standards, and best practices. Subsequent changes will be submitted to the Board of Trustees for approval. A copy of the charter and any subsequent changes will be provided to the Board of Governors.*

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this third amended and restated charter at its regularly scheduled meeting on August 20, 2020.

---

Associate Corporate Secretary  
University of Central Florida Board of Trustees

Date

Revision History:  
1-13-2017; 9-27-2018

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title: Compensation and Labor Committee Charter Amendments**

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**Background:**

The Board of Trustees is delegated the authority from the Board of Governors to administer their university. The BOT has chosen to establish committees to provide recommendations to the full board within their scope of delegated authority. Each committee has adopted a charter to describe its scope of authority and those charters are required to be updated regularly.

**Issues to be Considered:**

Amend the Compensation and Labor Committee charter, last revised in September 2013 to conform stylistically with other board committee charters.

Recommend to the board changes to Section 3.2.:

- Presidential goals for the short term (e.g., annual goals) and the long term (e.g., three-year goals) will be established in consultation with the president and the chair of the board.
- The resulting goals will be recommended by the committee to the board for approval, usually in the fall of each year.

**Alternatives to Decision:**

Decline the proposed amendment to the charter or make alternative recommendations.

**Fiscal Impact and Source of Funding:**

NA

**Recommended Action:**

Approve charter amendments

**Authority for Board of Trustees Action:**

Florida Board of Governors Regulation 1.001(3)(b)

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

NA

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

Committee Chair John Sprouls has approved adding this item to the agenda.

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**Submitted by:**

Maureen Binder, Associate Vice President and Chief Human Resources Officer

**Supporting Documentation:**

**Attachment A:** Compensation and Labor Committee Charter (redline)

**Attachment B:** Fifth Amended and Restated Compensation and Labor Committee Charter (clean copy)

**Facilitators/Presenters:**

Maureen Binder, Associate Vice President and Chief Human Resources Officer



UNIVERSITY OF CENTRAL FLORIDA

**Fifth Amended and Restated**  
**Compensation and Labor Committee Charter**  
~~Fourth Revised~~  
~~September 2013~~

## 1. Overall Purpose and Objectives

The Compensation and Labor Committee was established by the University of Central Florida Board of Trustees (“board”) to: 1) conduct periodic compensation and assessment reviews of the president, as required by Florida Board of Governors regulations and develop recommendations to the board for its consideration; 2) review and approve discretionary compensation plans and deferred compensation plans, if any, for senior executives of the university; and 3) oversee the collective bargaining responsibilities of the board.

## 2. Authority

The board authorizes the committee to:

- 2.1. perform activities within the scope of its charter, in accordance with board policy, including the Presidential Performance and Compensation Review Policy, and as otherwise directed by the board;
- 2.2. oversee an annual assessment of the president’s performance and compensation, and present recommendations to the board for approval;
- 2.3. consider and review all elements of presidential compensation, including contractual benefits that are not part of the annual compensation process, deferred compensation plans and other compensatory benefits;
- 2.4. oversee review of the employment agreement with the president and present recommendations to the board for approval;
- 2.5. annually review discretionary compensation plans, if any;
- 2.6. engage outside consultants and other advisors, as it deems necessary, with the approval of the board or the president;
- 2.7. advise the board and president regarding prospective and current collective bargaining activities and issues, and make recommendations to the board regarding board action.

### 3. Specific Roles and Responsibilities

- 3.1. The compensation and performance of the president will be assessed regularly and the extent to which the president is meeting the goals established by the board will be determined.
- 3.2. Presidential goals for the short term (e.g., annual goals) and the long term (e.g., three-year goals) will be established in consultation with the president and the chair of the board. The resulting goals will be recommended by the committee to the board for approval, usually in the fall of each year. ~~usually at the November board meeting.~~
- 3.3. The achievement of the short and long term goals previously established by the board will be annually measured and the results will be approved by the committee.
- 3.4. All board trustees will be solicited for their input in the assessment of the president's performance.
- 3.5. A review of comparable compensation for university presidents will be done in accordance with the board's Presidential Performance and Compensation Review Policy. After this review, the committee will submit a compensation recommendation for approval by the board each year, usually at the November board meeting.
- 3.6. The committee will review the employment agreement with the president and present a summary recommendation to the board for its approval. Once approval is received by the board, the chair of the board and the Compensation and Labor Committee chair will sign the employment agreement on behalf of the board. A copy of the fully executed employment agreement will be shared with the board.
- 3.7. An annual review of established performance incentive plans will be completed and recommended changes approved. Any changes resulting in revised awards to a participant shall be recommended to the board for final approval. Once the original plan document is approved by the board, technical and procedural changes to the plan document will be approved by the committee. Such changes shall be distributed by the committee to the Board of Trustees for its information, but will not require board approval.
- 3.8. Periodically, a review will be requested of the base salaries of senior officers to determine if they are appropriate, based on relevant market data.
- 3.9. The university collective bargaining representatives will be advised of board priorities, positions, and interests with respect to negotiations.
- 3.10. The committee will act on behalf of the board to conduct collective bargaining impasse hearings and make recommendations to the board for its approval.

## Attachment A

### 4. Organization Reporting Responsibilities

4.1 The Committee will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.

4.2 The Committee will promptly notify all board members of any matters within the purview of the Committee that might significantly impact the financial, legal, academic standing, or reputation of the university.

~~3.~~

### 5. Membership

~~3.1.5.1.~~ The chair of the board will appoint the chair and members of the committee.

~~3.2.5.2.~~ The committee will consist of at least three members, including the chair of the committee. The chair of the board will serve as an ex-officio member of the committee.

~~3.3.5.3.~~ Members of the committee shall hold office until the appointment of their successors.

### 4.6. Meetings

4.1.6.1. Meetings held to advise university administrators regarding collective bargaining issues are exempt from the open meetings law.

4.2.6.2. Meetings held to resolve impasses between the university and one of its collective bargaining units will comply with the open meetings law.

4.3.6.3. A majority of the regular (not ex officio) committee members shall constitute a quorum for all committee meetings. A quorum having been established, no business shall be transacted without a majority vote of all committee members who are present, including the ex officio members.

4.4.6.4. Meetings will be held as necessary and called by the chair of the committee or the chair of the board.

4.5.6.5. The committee will maintain written minutes of its public meetings; however, agenda or minutes shall not be posted for meetings conducted in closed session.

4.6.6.6. The committee may request special reports from the university on topics that may enhance the committee's understanding of the university's activities and operations.

### 5.7. Staff

~~5.1.7.1.~~ The chief human resources officer of the university will serve as staff liaison to the committee and will support the committee's logistical needs.

## Attachment A

- ~~5.2.7.2.~~ The Vice President and General Counsel will serve as staff liaison to the committee with respect to any issue requiring legal review or advice, including collective bargaining issues.

### ~~6.1. Specific Roles and Responsibilities~~

- ~~6.1.1.1.~~ The compensation and performance of the president will be assessed regularly and the extent to which the president is meeting the goals established by the board will be determined.
- ~~6.2.1.1.~~ Presidential goals for the short term (e.g., annual goals) and the long term (e.g., three-year goals) will be established in consultation with the president. The resulting goals will be recommended by the committee to the board for approval each year, usually at the November board meeting.
- ~~6.3.1.1.~~ The achievement of the short and long term goals previously established by the board will be annually measured and the results will be approved by the committee.
- ~~6.4.1.1.~~ All board trustees will be solicited for their input in the assessment of the president's performance.
- ~~6.5.1.1.~~ A review of comparable compensation for university presidents will be done in accordance with the board's Presidential Performance and Compensation Review Policy. After this review, the committee will submit a compensation recommendation for approval by the board each year, usually at the November board meeting.
- ~~6.6.1.1.~~ The committee will review the employment agreement with the president and present a summary recommendation to the board for its approval. Once approval is received by the board, the chair of the board and the Compensation and Labor Committee chair will sign the employment agreement on behalf of the board. A copy of the fully executed employment agreement will be shared with the board.
- ~~6.7.1.1.~~ An annual review of established performance incentive plans will be completed and recommended changes approved. Any changes resulting in revised awards to a participant shall be recommended to the board for final approval. Once the original plan document is approved by the board, technical and procedural changes to the plan document will be approved by the committee. Such changes shall be distributed by the committee to the Board of Trustees for its information, but will not require board approval.
- ~~6.8.1.1.~~ Periodically, a review will be requested of the base salaries of senior officers to determine if they are appropriate, based on relevant market data.
- ~~6.9.1.1.~~ The university collective bargaining representatives will be advised of board priorities, positions, and interests with respect to negotiations.



## Attachment A

~~6.10.1.1. The committee will act on behalf of the board to conduct collective bargaining impasse hearings and make recommendations to the board for its approval.~~

### **Adoption of Charter**

~~The University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on March 19, 2009. The second revised was approved by the Board on November 19, 2009. The third revised was approved by the Board on March 21, 2013. The fourth revised was approved by the Board on September 26, 2013.~~

### **8. Charter Review**

~~8.1 The Committee will review its charter annually and recommend to the board any changes that the Committees deems necessary.~~

### **Adoption of Charter**

~~I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this fifth amended and restated charter at its regularly scheduled meeting on (DATE).~~

---

~~Associate Corporate Secretary \_\_\_\_\_ Date \_\_\_\_\_  
University of Central Florida Board of Trustees~~

### **Revision History:**

~~3-19-2009~~

~~11-19-2009~~

~~3-21-2013~~

~~9-26-2013~~

~~8-20-2020~~



UNIVERSITY OF CENTRAL FLORIDA

### **Fifth Amended and Restated Compensation and Labor Committee Charter**

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

The Compensation and Labor Committee was established by the University of Central Florida Board of Trustees (“board”) to: 1) conduct periodic compensation and assessment reviews of the president, as required by Florida Board of Governors regulations and develop recommendations to the board for its consideration; 2) review and approve discretionary compensation plans and deferred compensation plans, if any, for senior executives of the university; and 3) oversee the collective bargaining responsibilities of the board.

#### **2. Authority**

The board authorizes the committee to:

- 2.1. perform activities within the scope of its charter, in accordance with board policy, including the Presidential Performance and Compensation Review Policy, and as otherwise directed by the board;
- 2.2. oversee an annual assessment of the president’s performance and compensation, and present recommendations to the board for approval;
- 2.3. consider and review all elements of presidential compensation, including contractual benefits that are not part of the annual compensation process, deferred compensation plans and other compensatory benefits;
- 2.4. oversee review of the employment agreement with the president and present recommendations to the board for approval;
- 2.5. annually review discretionary compensation plans, if any;
- 2.6. engage outside consultants and other advisors, as it deems necessary, with the approval of the board or the president;
- 2.7. advise the board and president regarding prospective and current collective bargaining activities and issues, and make recommendations to the board regarding board action.

#### **3. Roles and Responsibilities**

## **Attachment B**

- 3.1. The compensation and performance of the president will be assessed regularly and the extent to which the president is meeting the goals established by the board will be determined.
- 3.2. Presidential goals for the short term (e.g., annual goals) and the long term (e.g., three-year goals) will be established in consultation with the president and the chair of the board. The resulting goals will be recommended by the committee to the board for approval, usually in the fall of each year.
- 3.3. The achievement of the short and long term goals previously established by the board will be annually measured and the results will be approved by the committee.
- 3.4. All board trustees will be solicited for their input in the assessment of the president's performance.
- 3.5. A review of comparable compensation for university presidents will be done in accordance with the board's Presidential Performance and Compensation Review Policy. After this review, the committee will submit a compensation recommendation for approval by the board each year, usually at the November board meeting.
- 3.6. The committee will review the employment agreement with the president and present a summary recommendation to the board for its approval. Once approval is received by the board, the chair of the board and the Compensation and Labor Committee chair will sign the employment agreement on behalf of the board. A copy of the fully executed employment agreement will be shared with the board.
- 3.7. An annual review of established performance incentive plans will be completed and recommended changes approved. Any changes resulting in revised awards to a participant shall be recommended to the board for final approval. Once the original plan document is approved by the board, technical and procedural changes to the plan document will be approved by the committee. Such changes shall be distributed by the committee to the Board of Trustees for its information, but will not require board approval.
- 3.8. Periodically, a review will be requested of the base salaries of senior officers to determine if they are appropriate, based on relevant market data.
- 3.9. The university collective bargaining representatives will be advised of board priorities, positions, and interests with respect to negotiations.
- 3.10. The committee will act on behalf of the board to conduct collective bargaining impasse hearings and make recommendations to the board for its approval.

## **4. Reporting Responsibilities**

## **Attachment B**

- 4.1 The Committee will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.
- 4.2 The Committee will promptly notify all board members of any matters within the purview of the Committee that might significantly impact the financial, legal, academic standing, or reputation of the university.

### **5. Membership**

- 5.1. The chair of the board will appoint the chair and members of the committee.
- 5.2. The committee will consist of at least three members, including the chair of the committee. The chair of the board will serve as an ex-officio member of the committee.
- 5.3. Members of the committee shall hold office until the appointment of their successors.

### **6. Meetings**

- 6.1. Meetings held to advise university administrators regarding collective bargaining issues are exempt from the open meetings law.
- 6.2. Meetings held to resolve impasses between the university and one of its collective bargaining units will comply with the open meetings law.
- 6.3. A majority of the regular (not ex officio) committee members shall constitute a quorum for all committee meetings. A quorum having been established, no business shall be transacted without a majority vote of all committee members who are present, including the ex officio members.
- 6.4. Meetings will be held as necessary and called by the chair of the committee or the chair of the board.
- 6.5. The committee will maintain written minutes of its public meetings; however, agenda or minutes shall not be posted for meetings conducted in closed session.
- 6.6. The committee may request special reports from the university on topics that may enhance the committee's understanding of the university's activities and operations.

### **7. Staff**

- 7.1. The chief human resources officer of the university will serve as staff liaison to the committee and will support the committee's logistical needs.
- 7.2. The Vice President and General Counsel will serve as staff liaison to the committee with respect to any issue requiring legal review or advice, including collective bargaining issues.

## Attachment B

### 8. Charter Review

- 8.1 The Committee will review its charter annually and recommend to the board any changes that the Committees deems necessary.

### Adoption of Charter

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this fifth amended and restated charter at its regularly scheduled meeting on (DATE).

---

Associate Corporate Secretary  
University of Central Florida Board of Trustees

Date

### Revision History:

3-19-2009  
11-19-2009  
3-21-2013  
9-26-2013  
8-20-2020

**UCF BOARD OF TRUSTEES****August 20, 2020****Title: Executive Committee Charter Amendments**

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**Background:**

In the September 19, 2019 Governance Committee meeting, the committee considered the approval of the Eighth Amended and Restated Bylaws of the Board of Trustees of the University of Central Florida. Under Executive Committee, section 6.3 of the Bylaws, it states “The Executive Committee may not take any of the following actions, for which only the board has the exclusive authority: appointment and dismissal of the president, approval of the president’s employment agreement; sale or other disposition of assets; incurrence of debt; approval of new facilities; election of chair and vice chair; approval of the annual capital and operations budgets; use of the institution’s credit line; conferral of degrees; institution or elimination of new academic programs or colleges; and amendment of the bylaws.

Former Trustee William Self voiced concern that by listing the “institution or elimination of new academic programs or colleges” as an action that the Executive Committee may not take, implies that it is an action the Board could take even though historically the authority rests with the President and Provost.

It is recommended that “institution or elimination of new academic programs or colleges” in section 2.1(j) on the Executive Committee charter be replaced with “creation or termination of degree programs,” which is language taken directly from the Delegation of Authority to the President.

The committee would also make the following recommendations to the Governance Committee:

- Update section 6.3 of the Eighth Amended and Restated Bylaws of the Board of Trustees of the University of Central Florida to reflect this change.
- Consider the concern about the authority between the Board and president over the “institution or elimination of new academic programs or colleges” in a future Delegation of Authority to the President discussion.

Additionally, the recommended charter amendments also include a staff liaison update and a change from a three-year charter review to an annual charter review.

**Issues to be Considered:**

Amend Executive Committee Charter section 2.1 (j) to “creation or termination of degree programs”

Recommend to the Governance Committee:

- Amend section 6.3 of the Eighth Amended and Restated Bylaws of the Board of Trustees of the University of Central Florida.
- Consider the concern about the authority between the Board and president over the “institution or elimination of new academic programs or colleges” in a future Delegation of Authority to the President discussion.

**Alternatives to Decision:**

Decline the proposed amendment to the charter or make alternative recommendations.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve the proposed amendments to the Executive Committee Charter.

**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:**

Chair Seay has approved adding this item to the agenda.

---

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

**Supporting Documentation:**

Attachment A: Executive Committee Charter (redline)

Attachment B: First Amended and Restated Executive Committee Charter (clean copy)

Attachment C: Delegation of Authority to the President

**Facilitators/Presenters:**

Chair Seay

Scott Cole



## Attachment A



UNIVERSITY OF CENTRAL FLORIDA

### **First Amended and Restated Executive Committee Charter**

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

The Executive Committee ("Committee") is a standing committee of the University of Central Florida Board of Trustees ("Board"). The general purpose of the committee is to foster cross-functional coordination and discussion as well as to act on matters that, in the opinion of the Board Chair, must be timely approved between regularly scheduled Board meetings.

#### **2. Authority**

The board authorizes the committee to:

2.1 Take action on behalf of the full Board between regularly scheduled Board meetings, except for the following, for which full board action is necessary:

- a. Appointment and dismissal of the president
- b. Final approval of the president's employment agreement
- c. Sale or other disposition of assets
- d. Incurrence of debt
- e. Election of chair and vice chair
- f. Approval of the annual budget
- g. Conferral of degrees
- h. Amendment of the bylaws
- i. Approval of new facilities

j. **Creation or termination of degree programs**

2.2 Engage external consultants to assist in work of the Committee, with the approval of the president.

Deleted: Institution or elimination of new academic programs ...

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#### **3. Membership**

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3.1 The chair of the Board and the chairs of each standing committee shall be members of the Committee.

3.2 Members of the Committee will serve until their resignation or until they no longer serve as a committee chair.

#### 4. Meetings

4.1 A majority of the **Committee** members will constitute a quorum for the conduct of business. Action shall require a majority vote of Committee members present.

**Deleted:** of the Committee

4.2 The Committee will maintain written minutes of its meetings.

#### 5. Staff

5.1 The Vice President for Government Relations and the Assistant Vice President for Board Relations will serve as the administrative liaisons to the Committee. Staff will meet regularly and correspond with the chair of the Committee, and in consultation with the chair, prepare the agenda for meetings of the Committee.

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#### 6. Reporting Responsibilities

6.1 The Committee will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.

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6.2 The Committee will promptly notify all board members of any matters within the purview of the Committee that might significantly impact the financial, legal, academic standing, or reputation of the university.

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#### 7. Charter Review

7.1 The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.

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**Deleted:** every three years

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this first amended and restated charter at its regularly scheduled meeting on August 20, 2020.

**Deleted:** September 19, 2019

Associate Corporate Secretary \_\_\_\_\_ Date  
University of Central Florida Board of Trustees

Revision History:  
9-19-2019



UNIVERSITY OF CENTRAL FLORIDA

## **First Amended and Restated Executive Committee Charter**

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

The Executive Committee ("Committee") is a standing committee of the University of Central Florida Board of Trustees ("Board"). The general purpose of the committee is to foster cross-functional coordination and discussion as well as to act on matters that, in the opinion of the Board Chair, must be timely approved between regularly scheduled Board meetings.

### **2. Authority**

The board authorizes the committee to:

- 2.1 Take action on behalf of the full Board between regularly scheduled Board meetings, except for the following, for which full board action is necessary:
  - a. Appointment and dismissal of the president
  - b. Final approval of the president's employment agreement
  - c. Sale or other disposition of assets
  - d. Incurrence of debt
  - e. Election of chair and vice chair
  - f. Approval of the annual budget
  - g. Conferral of degrees
  - h. Amendment of the bylaws
  - i. Approval of new facilities
  - j. Creation or termination of degree programs
- 2.2 Engage external consultants to assist in work of the Committee, with the approval of the president.

### **3. Membership**

- 3.1 The chair of the Board and the chairs of each standing committee shall be members of the Committee.

- 3.2 Members of the Committee will serve until their resignation or until they no longer serve as a committee chair.

#### **4. Meetings**

- 4.1 A majority of the Committee members will constitute a quorum for the conduct of business. Action shall require a majority vote of Committee members present.
- 4.2 The Committee will maintain written minutes of its meetings.

#### **5. Staff**

- 5.1 The Vice President for Government Relations and the Assistant Vice President for Board Relations will serve as the administrative liaisons to the Committee. Staff will meet regularly and correspond with the chair of the Committee, and in consultation with the chair, prepare the agenda for meetings of the Committee.

#### **6. Reporting Responsibilities**

- 6.1 The Committee will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.
- 6.2 The Committee will promptly notify all board members of any matters within the purview of the Committee that might significantly impact the financial, legal, academic standing, or reputation of the university.

#### **7. Charter Review**

- 7.1 The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this second amended and restated charter at its regularly scheduled meeting on August 20, 2020.

---

Associate Corporate Secretary  
University of Central Florida Board of Trustees

Date

Revision History:  
9-19-2019

**UNIVERSITY OF CENTRAL FLORIDA  
BOARD OF TRUSTEES  
POLICY**

**Delegation of Authority to the President**

**POLICY STATEMENT**

Article IX, Section 7 of the Florida Constitution provides that the Board of Governors shall establish the powers and duties of the university boards of trustees. Board of Governors Regulation 1.001, copy attached as Exhibit A, delegates those powers and duties to the boards of trustees.

The Board of Trustees desires to further delegate certain of its powers and duties to the President as more particularly described below. Any power or duty delegated by the Board to the President may be rescinded at any time by majority vote of the Board. Except as otherwise provided herein, the President may further delegate his or her powers and duties to employees of the University in accordance with the University's Policy on Delegation of Authority.

**DEFINITIONS**

Affiliated Entities: Direct support organizations, practice plan corporations, or self-insurance trust funds of the University of Central Florida.

Board: UCF Board of Trustees

BOG: Florida Board of Governors

President: President of UCF

UCF or University: University of Central Florida

**PROCEDURES:**

Except as provided herein, the Board delegates to the President all usual and customary powers of a President to administer the day to day operations of the University. This includes the powers and duties described in Board of Governors Regulation 1.001 and those reasonably implied therefrom, which are not required to be directly performed by the Board.

**The President's authority also includes the following:**

1. Propose regulations for approval by the Board.
2. Govern Traffic on the grounds of the University.
3. Close and/or suspend operations of the campus as deemed necessary.
4. Set the agenda for Board meetings in consultation with the Chair of the Board.
5. Establish the University calendar.
6. Administer the personnel program subject to Board and BOG policies and regulations.
7. Administer University travel in accordance with Section 112.061, Florida Statutes.
8. Administer the collective bargaining process.
9. Administer the financial activities of the university including proposing university budgets and managing university revenues and expenditures.
10. Administer the purchasing and construction programs and act as custodian for university property.
11. Execute contracts on behalf of the Board.
12. Oversee the research activities of the University, including managing the intellectual property of the university.
13. Oversee the philanthropic activities of the University.
14. Perform such other duties related to the above not specifically retained by the Board.

**Items requiring specific approval of the Board:**

1. All duties required to be undertaken directly by the Board pursuant to BOG Regulation 1.001.
2. Annual financial commitment, obligation, or contingent risk of five million dollars or .5% percent of the University budget, whichever amount is smaller, other than grants, contracts, and other agreements for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance.
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.
4. Changes requiring SACS substantive-change approval.
5. Acquisition (including gifts), sale, or encumbrance of real property.
6. Matters with potential for significant damage to the reputation of the University.
7. Any material change to the University's investment program.
8. Approval of capital projects valued at two million dollars or more and any material changes to such projects.
9. Borrowing of funds by the University or Affiliated Entities and any changes to the term of existing indebtedness.
10. Public Private Partnerships.
11. Use of University funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate.

12. Creation, dissolution or amendment of governing documents of Affiliated Entities.
13. Review and confirmation of all appointments by the President to affiliated entities other than President or designee as provided in Section 1004.28 F.S.
14. Adoption of or amendment to the University strategic plan.
15. Annual operating and capital budgets for the University and Affiliated Entities and amendments to any line item of two million dollars or greater that exceeds 10% of the value of such line item.
16. University works plans, accountability plans and all other significant reports required to be submitted to the BOG.
17. Creation or termination of degree programs.
18. Naming of Buildings.
19. Establishment or closure of educational sites.
20. Amendment to University governing documents.
21. Establishment or elimination of Board Committees.
22. Hiring, supervision, termination and annual evaluation of the President.
23. University regulations and Board policies.
24. Annual institutional budget request and changes thereto in an amount greater than the lower of five million dollars or .5% of the budget
25. Adoption of new or changes in existing tuition and fees.
26. Internal and external audits of the University and Affiliated Entities.
27. Campus master plan, capital improvement plans, and amendments thereto.
28. Adoption or amendments to Committee charters.
29. Awarding of Tenure.
30. Collective bargaining agreements and impasse.
31. Conferral of degrees.
32. Transfer of university funds to, from, or among Affiliated Entities.
33. Performance unit plan adoption, amendment and cancellation as well as participation, goals and payments under the performance unit plan.
34. Hiring and firing or reduction of compensation of the Vice President and General Counsel, Chief Compliance Officer, and Chief Audit Executive, who shall report to the Board as well as the President.
35. Hiring and firing or reduction of compensation for the Chief Financial Officer and the Vice President of Administration or Chief Operating Officer.
36. Selection of Chair and Vice Chair of the Board.
37. All items required by the BOG or Florida Legislature to be approved by the Board.
38. Any additional items required by the Board to be approved by it.

**Items requiring President to consult with the Board Chair before implementation:**

1. Hiring, dismissal (except for Vice President and General Counsel, Chief Compliance officer and Chief Audit Executive) and any annual increase of more than 5% in the compensation of any Vice President or other direct report to the President, the head football coach or the head men's basketball coach. The President and Chair shall review and agree annually on the individuals that are governed by this provision.



2. Initiation, appeal or settlement of lawsuits involving the University or Affiliated Entities other than tort claims handled by the State Division of Risk Management.
3. Any matter which has the potential to create significant political or reputational issues for the University.
4. Employment contract with an employee of the University or an Affiliated Entity with a term greater than one year

**INITIATING AUTHORITY**

UCF Board of Trustees

**History:** New 10-26-2017. Amended 1-24-19, 5-16-19.

**Authority:** Section 7(c), Art. IX, Fla. Const.; FL BOG Regulation 1.001; FL BOG Delegation Best Practices and Principles.

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** 2020 SUS Textbook and Instructional Material Affordability Annual Report - Revised

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**Background:**

House Bill 7019 passed during the 2016 Legislative Session and was signed into law by Governor Scott on 04/14/2016 (Chapter 2016-236, Laws of Florida). An amendment to Section 1004.085 regarding textbook and instructional materials affordability requires each university to submit an annual report by September 30 of each year to the Chancellor of the State University System. The report addresses the following: 1) required and recommended textbooks and instructional materials for general education courses; 2) specific initiatives of the university designed to reduce the costs of textbooks and instructional materials; and 3) university policies for the posting of textbooks and instructional materials.

**Issues to be Considered:**

- 2020 Textbook and Instructional Material Affordability Annual Report
- Proposed University Regulation UCF-2.032 Textbook Affordability is pending approval by Board of Trustees. Approval of this regulation will initiate a change to the number of days for textbook adoption.

**Alternatives to Decision:**

N/A

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Recommend approval of the 2020 Textbook and Instructional Material Affordability Annual Report.

**Authority for Board of Trustees Action:**

BOG Regulation 8.003

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

Chair Kenneth Bradley has approved adding this item to the agenda.

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**Submitted by:** Theodorea Regina Berry, Vice Provost, Student Learning and Academic Success and Dean, College of Undergraduate Studies

**Supporting Documentation:** Attachment A: Textbook and Instructional Materials Affordability Annual Report

**Facilitator:** Theodorea Regina Berry  
 Melody Bowdon, Associate Vice Provost, Student Learning and Academic Success and Associate Dean, College of Undergraduate Studies

**State University System of Florida  
Textbook and Instructional Materials Affordability  
Annual Report  
Statutory Due Date: September 30**

<u>University of Central Florida</u> University Submitting Report	<u>Fall 2019 and Spring 2020</u> Semester(s) Reported
<u>Date Approved by the University Board of Trustees</u>	<u>Signature of Chair, Board of Trustees</u>
<u>Signature of President</u>	<u>Signature of Vice President for Academic Affairs</u>
<u>Date</u>	<u>Date</u>

**1. Required and Recommended Textbooks and Instructional Materials for General Education Courses**

a. Describe the textbook and instructional materials selection process for general education courses, including high enrollment courses.

*Methodology for determining high enrollment: Order courses (course prefix/number) by headcount enrollment, excluding honors courses. The top 10% of courses are determined as high enrollment. Report the total number of courses (n).*

**General Education**

**Response:**

UCF offered 795 General Education Program (GEP) course sections in fall 2019 and 693 in spring 2020. Materials for each selection were selected by faculty committees, course coordinators, or individual faculty members, depending on the course and department.

**High Enrollment**

**Response:**

UCF offered 145 high enrollment GEP course sections in fall 2019 and 128 in spring 2020. Materials for each section were selected by faculty committees, course coordinators, or individual faculty members depending on the course and the department.

b. Report the course title(s) and number of section(s) that do not require or recommend the purchase of a textbook(s) and instructional material(s).

**Response:**

See the tables on pages 2 and 3 for the GEP courses that did not have required or recommended textbooks or instructional materials.

Fall 2018

Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections
<b>AMH 2010:</b> U.S. History: 1492-1877	1
<b>AMH 2020:</b> U.S. History: 1877-Present	1
<b>BSC 1005:</b> Biological Principles	1
<b>CGS 2100C:</b> Computer Fundamentals for Business	33
<b>COP 3502C:</b> Computer Science I	14
<b>FIL 1000:</b> Cinema Survey	3
<b>FIL 2030:</b> History of Motion Pictures	2
<b>GEO 2370:</b> Resources Geography	2
<b>HUM 2020:</b> Encountering the Humanities	1
<b>MAC 2311C:</b> Calculus with Analytic Geometry	11
<b>PHI 2010:</b> Introduction to Philosophy	3
<b>PHY 2053C:</b> General Physics I	1
<b>POS 2041:</b> American National Government	5
<b>STA 2014C:</b> Principles of Statistics	20

Spring 2019

Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections
<b>AMH 2010:</b> U.S. History: 1492-1877	1
<b>AMH 2020:</b> U.S. History: 1877-Present	2
<b>ANT 2000:</b> General Anthropology	1
<b>BSC 2010C:</b> Biology I	33
<b>COP 2500C:</b> Concepts in Computer Science	8
<b>COP 3502C:</b> Computer Science I	21
<b>COT 3100C:</b> Intro to Discrete Structures	15
<b>FIL 1000:</b> Cinema Survey	2
<b>FIL 2030:</b> History of Motion Pictures	2
<b>FIL 3036:</b> Film History I	1
<b>FIL 3037:</b> Film History II	1
<b>GEO 2370:</b> Resources Geography	1
<b>HUM 2020:</b> Encountering the Humanities	2
<b>PHI 2010:</b> Introduction to Philosophy	2
<b>PHY 2053:</b> College Physics I	2
<b>POS 2041:</b> American National Government	6
<b>PSY 2012:</b> General Psychology	1
<b>STA 2014C:</b> Principles of Statistics	20

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<b>THE 2000:</b> Theatre Survey	1
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### Fall 2019

Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections
<b>AMH 2020:</b> U.S. History: 1877-Present	2
<b>ANT 2000:</b> General Anthropology	2
<b>AST 2002:</b> Astronomy	1
<b>BSC 1005:</b> Biological Principles	1
<b>BSC 2010C:</b> Biology I	33
<b>CGS 2100C:</b> Computer Fundamentals for Business	37
<b>ENC 1101:</b> English Composition I	5
<b>FIL 1000:</b> Cinema Survey	2
<b>FIL 2030:</b> History of Motion Pictures	2
<b>GEO 2370:</b> Resources Geography	1
<b>HUM 2020:</b> Encountering the Humanities	6
<b>HUM 2210:</b> Humanistic Tradition I	2
<b>MAC 1105C:</b> College Algebra	1
<b>PHI 2010:</b> Introduction to Philosophy	4
<b>PHY 2048C:</b> General Physics Using Calculus I	4
<b>PHY 2053C:</b> College Physics I	18
<b>POS 2041:</b> American National Government	9
<b>PSC 1121:</b> Physical Science	1
<b>THE 2000:</b> Theatre Survey	4

### Spring 2020

Course Titles not Requiring or Recommending Purchase of Texts/Instructional Materials	Number of Sections
<b>AMH 2020:</b> U.S. History: 1877-Present	3
<b>ANT 2000:</b> General Anthropology	3
<b>AST 2002:</b> Astronomy	1
<b>BSC 2010C:</b> Biology I	32
<b>CGS 2100C:</b> Computer Fundamentals for Business	25
<b>CHM 2045C:</b> Chemistry Fundamentals I	5
<b>ECO 2013:</b> Principles of Macroeconomics	1
<b>ECO 2023:</b> Principles of Microeconomics	
<b>ENC 1101:</b> English Composition I	7
<b>ENC 1102:</b> English Composition II	3
<b>EVR 1001:</b> Introduction to Environmental Science	1
<b>FIL 1000:</b> Cinema Survey	2
<b>FIL 2030:</b> History of Motion Pictures	2
<b>FIL 3037:</b> Film History II	1
<b>GEO 2370:</b> Resources Geography	1
<b>HUM 2020:</b> Encountering the Humanities	8
<b>LIT 2110:</b> World Literature I	1
<b>MUL 2010:</b> Enjoyment of Music	1
<b>PHI 2010:</b> Introduction to Philosophy	3

<b>WOH 2012:</b> World Civilization I	1
<b>WOH 2022:</b> World Civilization II	1

<b>PHY 2048C:</b> General Physics Using Calculus I	2
<b>POS 2041:</b> American National Government	6
<b>THE 2000:</b> Theatre Survey	3
<b>WOH 2012:</b> World Civilization I	1
<b>WOH 2022:</b> World Civilization II	1

## 2. Specific Initiatives of the University Designed to Reduce the Costs of Textbooks and Instructional Materials for General Education Courses

a. Describe specific initiatives of the institution designed to reduce the costs of textbooks and instructional materials.

### Response:

Units from across campus are working on several fronts to reduce the costs of textbooks and instructional materials.

#### Student Success/Textbook Affordability Librarian

In March 2019, a Student Success/Textbook Affordability Librarian was hired, providing a dedicated representative and point of contact among the libraries, faculty, and other university partners in this work. In addition to promoting textbook affordability efforts through support and outreach, the librarian identifies and connects with faculty who are providing zero cost materials to their students, identifies the types of course materials used, and tracks potential student savings. Prior to the arrival of this librarian, UCF librarians partnered with faculty to create an open textbook: *Anthology of Medieval Literature*; the team has also been involved with a Complete Florida grant that supported the creation of several more open educational resources.

#### Open Educational Resources (OER) in GEP Faculty Development Initiative

UCF's General Education Program (GEP) is committed to encouraging the use of OER in foundational courses. Since fall 2018 76 GEP faculty members have participated in workshops related to this effort. Further, in May 2020, the College of Undergraduate Studies, in collaboration with UCF Libraries and the Center for Distributed Learning, ran two weeklong virtual bootcamps with nearly forty faculty participants from all five GEP foundations. The workshops helped faculty members working in teams to review, adopt, adapt, enhance, and create OER for their courses.

#### Campuswide Faculty Development Programming

UCF Libraries makes ongoing presentations to faculty in collaboration with the Faculty Center for Teaching and Learning and Center for Distributed Learning to

promote textbook affordability efforts at UCF. UCF librarians also provide direct programming for faculty through department meetings on Textbook Affordability.

### **Print Textbook Reserve Collection**

A print textbook reserve collection was started in fall 2018 with a contribution of \$10,000 from the library to purchase 57 textbooks for GEP courses with high drop, fail, or withdrawal rates, or that supported GEP courses. This collection provides first-come, first-serve access to textbooks for a two-hour period. This collection was supplemented with a \$2,000 grant from Student Government Association and additional donations from faculty, students, and other campus units.

### **UCF Parent and Family Fund Grant**

In fall 2019, UCF Libraries, in partnership with the Office of Student Success (now named the Office of Data and Strategic Projects), received an \$8,000 grant from UCF's Parent and Family Fund. With a little more than half this funding, the grant was able to purchase an additional 45 books for GEP courses to be added to the Print Textbook Reserve Collection. Of the 45 books purchased, 22 books circulated a total of 131 times in fall 2019. One book, *Consider Philosophy*, was loaned out 40 times. The remaining funds were used to support the Knights Emergency Textbook Fund, where at-risk students applied to have all their textbook costs covered. Prior to purchasing a text, the Textbook Affordability Librarian reviewed the request and any available e-books used as course textbooks were added to the library collection to benefit all students in the course.

### **STARS**

Faculty share open course resources through STARS, the university repository Showcase of Text, Archives, Research & Scholarship.

(<https://stars.libraries.ucf.edu/>)

### **Library e-Books**

UCF librarians actively search for textbooks that are available as e-books with unlimited use. These are 1-to-1 replacements of currently assigned course textbooks and are available to UCF students. Once these books are identified and purchased, faculty are informed of their availability and asked to share this information with students in their courses. Since the fall 2018 semester, 140 courses and a total of 324 sections have used a library e-book as a replacement of the course text, with a potential savings of \$1,049,321.15.

### **Use of Free Resources**

UCF librarians support faculty in locating compilations of free resources in lieu of textbooks. In many cases a variety of materials are used to illustrate course concepts. These resources range from specific chapters in an OER, to resources from websites/digital archives, articles, and/or videos. Since fall 2018, eight GEP courses with a total of 91 sections used a combination of resources available to students instead of a traditional textbook.



**Textbook Donation Drive**

UCF Libraries partnered with Student Government Association and Knights Pantry on a Textbook Donation Drive at the end of spring 2019. More than 60 books were donated to support 39 courses through the Print Textbook Reserve. The estimated value of the books donated in the spring was more than \$6,000. This drive was repeated in both the summer and fall of 2019.

UCF's bookstore offers several cost saving choices that enable students to select the purchasing options that meet their needs.

**Price Match Program**

Students can compare the cost of course materials at off-campus bookstores (e.g., BN.com, Amazon, and local bookstores). If they find course materials at a lower price, UCF's bookstore, Barnes & Noble, will match it.

**Rental Program**

This program allows students to rent new or used textbooks. It provides an affordable and convenient option. Students can acquire textbook rentals in-store or online with several options for payment; highlight text and make notes on pages; keep books until finals are over; and return books at the bookstore or through the mail. On average, the cost savings for rental books is 70 to 80 percent versus purchasing a new book.

**Used Course Materials Option**

Students also have the option to purchase used textbooks through UCF's Cash for Books program. At the end of each semester, students can sell their books back to Barnes & Noble. Depending on the condition of the materials, students can receive up to 50 percent of the new textbook price. The bookstore closely reviews course information to identify those materials that may be used again. The bookstore then notifies students who have purchased those titles that their books can be sold back to the store. As a result, the next year's students are able to purchase these used books at a discounted price, giving all students the opportunity to save money through used textbooks. Nearly 80 percent of all titles are available for purchase at all of UCF's campuses as used course materials.

**Digital Option**

Digital textbooks allow students to save up to 60 percent compared to traditional textbooks. The bookstore's digital offerings are designed with convenience in mind, allowing students to choose from several forms of payment and to access these materials immediately following their purchase or digital rental. To optimize the digital experience, the bookstore offers the newly released Yuzu™ Web, iOS®, and Android™ apps. Nearly 40 percent of textbooks are currently offered in digital format.

b. Is the opt-in provision an initiative implemented by the institution for the purchase of student materials? If yes, describe the impact this has had on student cost savings, if any.

**Response:**

First Day Inclusive Access is the opt-in provision initiative implemented by UCF for the purchase of student materials. First Day™ is the Barnes & Noble College's inclusive access model where digital course materials are provided for a particular course or program. In fall 2019, student cost savings from participation in the opt-in provision was \$1,073,332. In spring 2020, student cost savings from participation in the opt-in provision was \$1,397,319.

**3. University Policies for the Posting of Textbooks and Instructional Materials**

a. Describe policies implemented to ensure the posting of textbook and instructional materials for at least 95% of all courses and course sections 45 days before the first day of class. For course sections that require or recommend textbooks and instructional materials based on individual student needs (e.g., audition/performance, directed independent study, research topic) that may miss the posting date, please reference these as exceptions in 3(d).

**Response:**

UCF's Regulation 2.032 Textbook Adoption establishes an internal adoption deadline of no later than 50 days prior to the start of classes each semester. In support of the regulation, UCF has implemented a Textbook and Instructional Materials Affordability communication timeline, which ensures the timely adoption of textbooks and instructional materials.

b. Are the policies effective in meeting the reporting requirement? If not, what measures will be taken by the institution to increase faculty and staff compliance for meeting the reporting requirement?

**Response:**

UCF's policies and procedures, which are reviewed and updated regularly, are effective in meeting the reporting requirements. Since their implementation, UCF has continued to see improvements in faculty and staff compliance for meeting the reporting requirement and has consistently met or exceeded the 95% target.

<b>Semester</b>	<b>Adoption Rate (by 45-day deadline)</b>
Fall 2018	95%
Fall 2019	96.5%
Spring 2019	97%
Spring 2020	98.8%

c. Report the number of course sections and the total percentage of course sections that were able to meet the textbook and instructional materials posting deadline for the academic year. Note: A course section is in compliance if all textbooks and instructional materials in the course section have been entered by the deadline.

**Response:**

<b>Semester</b>	<b>45-Day Deadline</b>	<b># of Course Sections in Compliance</b>	<b>% of Course Sections in Compliance</b>
Fall 2019	7/12/2019	6,199	96.5%
Spring 2020	11/22/2019	6,066	98.8%

d. Report the number of course sections and the total percentage of course sections that necessitated change(s) in materials after the posting deadline. Provide an explanation for the change(s) in materials after the required deadline.

**Response:**

<b>Semester</b>	<b># of Courses with Changes</b>	<b>% of Courses with Changes</b>
Fall 2019	25	0.4%
Spring 2020	105	1.7%

Changes were made to courses after the deadline due to change in assigned instructor, adding a recommended text, adding a digital component (e.g., iclicker, access code), adding a book format option (e.g., adding the same book in digital form), and publisher and ISBN changes. In spring 2020, for example, 25 course sections were changed after the deadline due to an ISBN change by the bookstore.

e. Report the number of course sections and the total percentage of course sections that were not able to meet the textbook and instructional materials posting deadline for the academic year. Provide an explanation as to why the course sections were not able to meet the posting deadline. Note: A course section is not considered in compliance if all textbooks and instructional materials in the course section were not entered by the deadline.

**Response:**

<b>Semester</b>	<b>45-Day Deadline</b>	<b># of Course Sections Unable to Meet Deadline</b>	<b>% of Course Sections Unable to Meet Deadline</b>
Fall 2019	7/12/2019	224	3.5%
Spring 2020	11/22/2019	74	1.2%

Course sections were not able to meet the posting deadline due to pending changes in staffing and scheduling issues. Further, several of the course sections that did not meet the reporting deadline during this academic year did not require course materials. Additional efforts have been made by UCF to ensure that course sections not requiring materials are identified before the adoption report deadline.

f. Report the number of courses that received an exception to the reporting deadline. Describe the exception(s) provided.

**Response:**

The following course requested and received an exception in fall 2019.

**ECO 3101**

The instructor for this course was assigned after the posting deadline.

In addition, 6,204 sections of courses that provided instruction based on individual student needs (e.g., audition/performance, directed independent study, research topic) were exceptions to the fall 2019 posting deadline.

The following course requested and received an exception in spring 2020.

**PCB 4932/5362**

The instructor for this course was assigned after the posting deadline.

In addition, 4,767 sections of courses that provided instruction based on individual student needs (e.g., audition/performance, directed independent study, research topic) were exceptions to the spring 2020 posting deadline.

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** Potential establishment of UCF Geospace Research Program

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**Background:**

SRI International (SRI), a nonprofit California corporation founded by Stanford University in 1946, operates a Center for Geospace Studies, reported as a worldwide leader in several research fields related to the broad subject of space physics. The Geospace group has a diverse pool of scientists who have played a pivotal role in the Space Science academic community, both nationally and internationally. Certain strategic business decisions by SRI are reported to have led to the potential opportunity for transfer of some or all of the Geospace researchers, and their sponsored research, to UCF, via the UCF Research Foundation.

The Geospace researchers focus on advanced fundamental physics related to the near-Earth environment, heliosphere, and space plasmas; discover the evolution, dynamics, and coupling mechanisms in the upper atmosphere, magnetosphere, solar and interplanetary space, develop ground and space based sensor and deploy them for basic scientific research. Similar to UCF's operation of the Arecibo Observatory (and in fact, SRI previously operated the Arecibo Observatory), they operate a parabolic dish radar in Sondrestrom, Greenland, and advanced modular incoherent scatter radars in Alaska and the Canadian Arctic, in addition to providing information technology and communications support to the entire Arctic as a team member in the NSF Arctic Research Support and Logistics Services program. Each of these would potentially transfer to the UCF Research Foundation to complement and further enhance the mission of UCF's Florida Space Institute (FSI) to grow UCF space research.

UCF's FSI seeks to essentially transfer the Geospace program, to include scientists and research awards, to UCF, to enable FSI to expand the scientific work of the group in an academic environment and begin to establish leadership in Geospace research both national and internationally focusing on solving critical scientific problems, particularly in areas with immediate and consequential societal impact. The Geospace researchers are reported to have expertise in teaching both the basics and applications of space physics, advising undergraduate and graduate student projects, and developing comprehensive curricula involving theoretical and practical training for students at all levels.

**Issues to be Considered:**

Although interested in UCF because of the synergies briefly discussed, many of the Geospace researchers are not willing to relocate from California, and for an employer to have employees in California, at minimum, registration to do business is legally required. Complexities suggest operating such activity through the UCF Research Foundation is preferred. Please refer to Attachment A – threshold issues currently identified.

The approval sought today is preliminary approval for the UCF Research Foundation to potentially register to do business in California, pending successful navigation of the threshold issues. That is, no filings for registration will result but the preliminary approval will support the dedication of resources to fully investigate and create detailed proposals for mitigation and management of the threshold issues. Thereafter, the matter will be brought back to this Committee and the Board of Trustees for more specific consideration and approval to move forward.

**Alternatives to Decision:**

Denial of the preliminary approval, which will likely result in an abandonment of the efforts to transfer the Geospace researchers.

**Fiscal Impact and Source of Funding:**

Committed preliminary obligations include a six-month consulting services contract with ARES Corporation, supporting certain activities of a former SRI Geospace director, in the amount of \$223,566.72. An FSI department account is being used to cover these costs, with the Vice President for Research having granted approval for pre-spending against at least one of the sponsored projects that is potentially to be transferred. In the event the transfers do not proceed, the Office of Research and FSI will sponsor and share those costs accordingly.

Pending further investigation into the threshold issues, additional costs, such as, for example, those associated with engaging California legal counsel and a Professional Employer Organization to outsource the UCF Research Foundation human resource services for the California employees, and with leasing space and implementing appropriate infrastructure to support compliance with California data privacy laws and the like, are anticipated to be recoverable from related sponsored research overhead, including transfers from SRI to UCF Research Foundation, and new sponsored projects anticipated to be awarded to the UCF Research Foundation via the new Geospace program. As with the ARES contract, any other expenses accrued prior to such earned overhead being recovered will be sponsored and shared by the Office of Research and FSI accordingly. Further investigation into the threshold issues will enable provision of more detailed analysis of fiscal impact.

**Recommended Action:**

Approve the potential registration of the UCF Research Foundation to conduct business in the State of California, following the appropriate consideration of the threshold issues currently identified, and with such registration only proceeding upon further approval of this Committee and the Board of Trustees, following its satisfaction as to, at least, the threshold issues.

**Authority for Board of Trustees Action:**

- Board of Governors’ Regulation 1.001
- Board of Governors’ Regulation 9.011
- Board of Governors’ Regulation 10.002

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

N/A

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

Chair Kenneth Bradley has approved adding this item to the agenda.

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**Submitted by:** Elizabeth A. Klonoff, Ph.D., ABPP  
Vice President for Research and Dean of the College of Graduate Studies

**Supporting Documentation:** Attachment A: Threshold Issues to be Considered (TBD)  
Attachment B: Center for Geospace Studies: A Path Forward Proposal (TBD)  
Attachment C: ARES Corporation Consulting Services Agreement (TBD)

**Facilitator:** Sandra Sovinski, Deputy General Counsel for Research

### **Threshold Issues to be Considered**

Currently Identified Threshold Issues related to the Potential Opportunity for UCF Research Foundation to establish a Geospace Research Program, with Employees and Site in California:

1. Identification of all information necessary for seeking Florida Board of Governors' approval for establishment of special purpose center apart from the main campus, as applicable pursuant to BOG regulation 8.009.
2. Confirmation of no applicable SRI agreements with restrictive covenants (non-competes)\*
3. Tax implications of operating in California\*
4. California Board of Education obligations \*
5. California employment law/privacy law compliance obligations\*
  - a. Infrastructure/operational needs
  - b. Ensuring coincident compliance with Florida law
6. Suitable research/office space in California
7. Terms and obligations of current sponsored projects, if transferred
8. Pending sponsored project proposals
9. Necessary rights to SRI intellectual property and confidential information, for continued research

\*Indicates Threshold Issues that will require California counsel



# Center for Geospace Studies

## A Path Forward

### Mission statement

The Center for Geospace Studies (CGS) mission is to:

advance fundamental physics related to the near-Earth environment, heliosphere, and space plasmas; discover the evolution, dynamics, and coupling mechanisms in the upper atmosphere, magnetosphere, solar and interplanetary space; develop ground- and space-based sensors and deploy them for basic scientific research as well as environmental monitoring and situational awareness; create physics-based and computational models for improved understanding of plasma physics as well as operational forecasting.

### Background

The Center for Geospace Studies (CGS) has a long standing reputation as a worldwide leader in several research fields related to the broad subject of space physics. CGS scientists share a diverse pool of expertise to study the earth's plasma environment that includes the mesosphere, thermosphere, ionosphere, and magnetosphere. CGS has played a pivotal role in the Space Science academic community, both nationally and internationally, and a number of leading US academics, as well as key members of international communities, are CGS alumni.

CGS has built and operated incoherent-scatter radar facilities for research since the early seventies, and has designed, built and operated state-of-the-art phased array incoherent-scatter radars since the early 2000s. CGS also has a longstanding heritage of ground-based and satellite optical and radio instrument development. Multiple instruments developed by CGS have been flown in large and small satellites.

CGS has an established reputation in data analysis research of ionospheric physics and magnetosphere-ionosphere coupling physics. Members of CGS are recognized experts in Big Data analysis techniques and applications and play leading roles in the geospace community in open data access, application of machine learning, and cyberinfrastructure development.

Beyond the broad range of expertise in Space Physics research, CGS brings a culture of effective multi-disciplinary collaboration that is critical for the advancement of cutting-edge projects.

## Research Assets

The CGS (and precursor Radio Physics Laboratory), has maintained research expertise in the space physics community by building and developing new measurement tools, operating large national observatories, refining supportive optical and RF instruments, developing physics-based models for interpreting state variables, and exploiting opportunities for space payload fabrication, flight, and analysis. Some of these research achievements and current capabilities are listed below.

### Ground-based Instruments

#### Incoherent Scatter Radars (ISRs)

Chatanika and Sondrestrom Incoherent Scatter Radar:

The L-band single parabolic dish radar made crucial auroral region measurements in Chatanika, Alaska, before being moved to Sondrestrom, Greenland, where it operated for over three decades under a cooperative agreement with the NSF. CGS teams successfully developed this first movable ISR, and operated it in harsh remote locations. Measurements obtained with this radar in both Alaska and Greenland are responsible for developing critical understanding of space plasmas, and the measurements techniques and systems developed were instrumental for future ISR operations.

Advanced Modular Incoherent Scatter Radar (AMISR):

Building upon experience with the Sondrestrom ISR, CGS developed and built the world's first phased array incoherent scatter radar, which is known as AMISR. Under cooperative agreement with the NSF, CGS built, operates, and maintains two AMISRs. The Poker Flat Incoherent Scatter Radar (PFISR) is located at the Poker Flat Research Range (PFRR) in Alaska and has been performing science operations nearly continuously since March 2007 with greater than 90% uptime. PFISR is co-located with many other scientific instruments, including cameras, lidars, and magnetometers and is often used to support NASA sounding rocket campaigns launching from PFRR. The

continuous operations capability of PFISR has captured dynamics that would otherwise have been missed with a campaign only operation schedule, including storm time onset dynamics. The North face Resolute Bay Incoherent Scatter Radar (RISR-N) is located in the Canadian Arctic at Resolute Bay, Nunavut. RISR-N has been in operation since 2008, performing campaign-style experiments throughout the year, until 2019 when semi-continuous operations were trialed. RISR-N is the only ISR in the world located deep in the polar cap, providing unique and critical specification of the polar cap ionosphere for studies of upflow and outflow, convection, patches, ion-neutral coupling, and polar cap arcs.

### Arecibo Observatory

CGS has a substantial history in the operation of the Arecibo Observatory including providing all the staff of the Space and Atmospheric Physics Section (SAS). SAS maintained and operated the Incoherent Scatter Radar, commissioned and operated the Arecibo Ionospheric Modification Facility (Heater), operated the Observatory-based LIDAR and optical facility, and established the Remote Optical Facility (ROF) on Culebra. The combination of the extreme sensitivity of the incoherent scatter radar and the local heater facility is unique in the World and supports fundamental plasma physics research while the incoherent scatter radar itself is also a key contributor to geospace science and system science.

### Optical camera networks

CGS scientists have developed and deployed a large network of all-sky cameras measuring ionospheric airglow between 200-350 km, known as the MANGO (Midlatitude Allsky-imaging Network for GeoSpace Observations) network. These science-grade cameras were developed using off-the-shelf components at a fraction of the cost of traditional scientific all-sky cameras. The camera and enclosure systems were designed to be stand-alone, autonomous, and requiring minimal maintenance. Based on the successful operation of MANGO, NSF awarded the new Distributed Array of Small Instruments (DASI) grant to CGS to create a similar network of cameras measuring thermospheric airglow at 100km altitude.

### Space-based sensors

#### FUV photometer

A far UV photometer measuring the atomic oxygen at 135.6-nm, the CubeSat Tiny Ionospheric Photometer (CTIP) was developed and flown on the USAF SENSE

operational mission. It will also be flown in FY 2021 in a rotating tomographic geometry for the NSF IT-SPINS mission. A two-channel narrow-band variant of CTIP, capable of boresighted atomic oxygen and molecular nitrogen measurements, was recently developed with NASA Heliophysics support and is currently proposed for dayside O/N<sub>2</sub> assessment on both a CubeSat mission (UAF) as well as a MidEx mission (GSFC). This new FUV photometer was the primary instrument on a cis-lunar hydrogen geocorona mission down-selected for concept development in 2015.

## RF beacons

CGS has built and flown NASA and DoD supported phase-coherent RF beacons since the mid 1960s in support of basic and applied investigations of ionospheric structuring. The most recent payloads flying include the Multifrequency Ionospheric Sensing Transmitter (MIST) and the Tandem Beacon Experiment (TBEx), orbiting on the six COSMIC-2 and two TBEx host satellites, respectively. These beacons are currently being used for studies of equatorial plasma bubble genesis and evolution.

## Passive Radar receivers

CGS investigators have developed a series of CubeSat-scale UHF radar receivers for use with ground-based high power transmitters in support of high-latitude plasma turbulence and equatorial scintillation studies. The Radio Aurora Explorer (RAX) was the primary payload on the first-ever NSF CubeSat mission and successfully measured turbulent plasma structuring in response to a geoeffective CME. The follow-on all digital Ionospheric Scintillation Explorer (ISX) receiver was specifically designed to capture serendipitous transmissions from digital TV stations in a passive radar mode.

## Physics-based and Computational Models

CGS space physics research is supported by a family of first-principle models, standard operational processing, and mission-specific retrieval tools. These tools include, for example, incoherent scatter spectral retrieval of range-resolved plasma density, temperature, and composition; vector velocity extraction from line-of-sight plasma drifts; auroral average energy and energy flux from radar and optical data inversion; and estimates of neutral wind, joule heating, and electrical conductivity.

## Remote facility operation and maintenance

CGS has decades of experience on the Arctic Research Support and Logistics Services (ARSLS) program of the National Science Foundation. SRI is part of a team led by CH2M HILL, Inc. providing information technology and communications support to Arctic scientists. The team's work covers the entire Arctic, including Greenland, Canada, Alaska, Russia, and the Arctic Ocean. It provides Internet infrastructure, radio, and satellite phone communications, remote data transportation, and serves as the communications backbone for remote autonomous scientific instrumentation.

## Vision for future

### Academic

Expand the scientific work of the group in an academic environment to establish leadership in geospace research both nationally and internationally focusing on solving critical scientific problems, particularly in areas with immediate and consequential societal impact.

### Teaching

CGS scientists have expertise in teaching both the basics and applications of space physics, advising undergraduate and graduate student projects, and developing comprehensive curricula involving theoretical and practical training for students at all levels.

Potential courses that can be taught by CGS scientists in collaboration with the departments of Physics, Applied Physics, and Engineering:

- Fundamentals of space plasma physics
- Magnetosphere and ionospheric physics
- Physics of space weather
- Theory and applications of incoherent scatter radars
- Radar diagnostics of the upper atmosphere
- Design of miniaturized remote-sensing instrument payloads
- Design of small satellite missions

These courses could be customized for students at advanced undergraduate to graduate levels, semester teaching, or summer seminar series for credit. The courses

could be taught in Florida with lecturers from both UCF and the CGS in Silicon Valley. Such a course would be able to include a practical applied component where students would be able to participate in operations, experiments, data processing/interpretation, and scientific research using existing research assets, such as the Arecibo or AMISR radars.

### Student advising

CGS could provide unique opportunities for students of UCF via a visiting scholar program, summer research projects, and supervision/co-supervision of master's and/or PhD students.

- Summer research via REU program/funding directly from NASA/NSF grants awarded to Geospace
- Master's and PhD projects require coursework and research.
  - Several CGS projects are conducive to well-defined master's thesis project work, which could be undertaken in California under the supervision of the CGS scientists.
  - CGS scientists would collaborate with UCF faculty on PhD students, come up with research projects for a student's PhD thesis, and be on the thesis committee for the student.
- Undergraduate senior projects
  - Several CGS projects are amenable to defined undergraduate senior projects for Engineering and Computer Science students. CGS scientists have worked with several teams of senior undergraduate students in the past on their senior projects.

Additional student opportunities: As an established campus in the Silicon Valley, the CGS group can serve as a conduit to introduce UCF students to wider opportunities that exist in the Silicon Valley.

## Research

The initial years will establish a firm foothold of the Space Physics program with the existing capabilities brought onboard by CGS and the synergy achieved between CGS's expertise and the expertise of the Physics, Computer Science and Engineering departments. These would include:

1. Design at least one 50-million class Cube-Sat constellation mission that would address compelling outstanding questions in Space Physics. Such a mission

would involve the participation of advanced undergraduate and graduate students from the Physics, Engineering and Computer Sciences departments. Because all the necessary expertise to make such a mission possible would not be initially within the group, the mission team would involve other institutions. Building up the key missing components for proposing completely in-house spacecraft missions will be part of the ten-year plan.

2. Continue to create proposal ideas for projects that make use of synergy between ground-based assets and high-altitude in-situ measurements. There are several examples of NASA missions that can greatly enhance the science return by using proper combination of ground-based optical and radio technologies with spacecraft assets. One of them is the mission proposal “Mechanisms of Energetic Mass Ejection Explorer” (MEME-X), which has three CGS members as Co-Is. Another example is the Living With a Star (LWS) mission concept “Geospace Dynamics Constellation” which is designed to study the coupling between the magnetosphere and the ionosphere/thermosphere (IT) system.
3. Create effective collaboration with Earth Science and Planetary Astronomy groups at UCF in order to explore new discovery science. Since the science carried out by CGS is at the boundaries of several disciplines and atmospheric and geospace regions, there exists significant potential to join forces with other disciplines. The fields of Earth Science, Planetary Astronomy, and Geospace studies all would benefit from mutual sharing of expertise in technology and science.

In the longer term we will leverage CGS expertise and established heritage in radio and optical techniques to build a robust program of instrument development (ground-based and spacecraft). This objective will require building appropriate facilities for manufacturing and testing and the plan contemplates the establishment of:

1. A robust program for spacecraft mission support,
2. A robust program for instrument development, and the development of the next generation of phased-array radars. We will leverage the concepts for the next generation phased array radars that have already been created at CGS to develop an entire new system that will serve the objectives of the next generation of science.

Recruitment of additional faculty will be necessary to add the capabilities that will be required for the development of these programs. We envision the addition of expertise in the areas of Artificial Intelligence, Data Science, Spacecraft Systems, modelling and theory of plasmas, and electrical engineers with expertise in radio techniques.



## STANDARD CONSULTING SERVICES AGREEMENT

This Consulting Agreement ("Agreement") between the University of Central Florida Board of Trustees, for the benefit of the Florida Space Institute ("UCF" or "Client") and ARES Corporation ("Consultant" or "Contractor") is made and entered into as of the date of the last signature hereto.

WHEREAS, UCF desires to retain the services of Consultant that were contemplated in GSA Contract GS-23F-0113L, pursuant to the following details.

1. Client hereby enters into this Agreement for services with Consultant in consideration of and pursuant to the terms and conditions set forth herein.
2. Consultant will perform those services described in the Attachment A - Statement of Work and by reference incorporated herein.
3. Consultant's services under this Agreement shall commence on date of last signature on this Agreement and end six months from this commencement date, unless renewed by mutual written agreement of the parties hereto prior to the termination date or sooner terminated pursuant to the terms hereof. Renewals shall not exceed five (5) years or twice the length of this initial Agreement.
4. Consultant will submit monthly invoices for services performed and expenses incurred. Client will make payment to Consultant within thirty (30) days of receipt of an invoice from Consultant. Labor will be reimbursed at hourly rates proposed by Consultant and listed in Attachment B - Pricing. Consultant will have to obtain Client's prior written approval for travel and all such travel shall only be reimbursed in accordance with applicable law, including, but not limited to Section 112.061, Florida Statutes as well as applicable UCF policies and regulations.
5. Consultant will be permitted to use and be granted access to Client's or Client's designee's equipment, supplies, information and facilities as deemed necessary by Client for the purpose of fulfilling the Statement of Work.
6. Consultant's obligations under the terms of this Agreement shall be considered fulfilled upon completion of the period of performance.
7. Consultant agrees to hold in strict confidence and not disclose to anyone (unless required by law), or specifically authorized by Client, any and all of Client's information to which Consultant will have had access.
8. Consultant is retained by UCF only for the purposes and to the extent set forth in this Agreement. Consultant's relationship to UCF shall be that of an independent contractor. UCF shall not reserve any control with respect to the activities of Consultant or the manner and means by which Consultant affects the services described in this Agreement. UCF shall not have any obligations with respect to employment contributions, taxes, premiums, or other items payable under federal, state and local laws with respect to the activities of Consultant.
9. Either party may terminate this Agreement with thirty (30) days' prior written notice to the other party. Client shall be responsible only for payments still due to Consultant for services performed in accordance with this Agreement up to the time of termination. Client may terminate this Agreement at any time for refusal by Consultant to allow public access, mandated by law, to all documents, papers, letters, or other non-exempt materials subject to the provisions of Chapter 119, Florida Statutes, and made or received by Consultant or Client in conjunction with this Agreement.

10. IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT: Office of the General Counsel (407) 823-2482 [gcounsel@ucf.edu](mailto:gcounsel@ucf.edu) University Of Central Florida 4365 Andromeda Loop Mall, Suite 360, Orlando, FL 32816-0015.

#### PUBLIC RECORDS, CONTRACT FOR SERVICES

To the extent that Contractor meets the definition of "Contractor" under Section 119.0701, Florida Statutes, in addition to other contract requirements provided by law, Contractor must comply with public records laws, including the following provisions of Section 119.0701, Florida Statutes:

1. Keep and maintain public records required by the public agency to perform the service.
2. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the contractor does not transfer the records to the public agency.
4. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of the contractor or keep and maintain public records required by the public agency to perform the service. If the contractor transfers all public records to the public agency upon completion of the contract, the contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the contractor keeps and maintains public records upon completion of the contract, the contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from the public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.

A request to inspect or copy public records relating to a public agency's contract for services must be made directly to the public agency. If the public agency does not possess the requested records, the public agency shall immediately notify the contractor of the request, and the contractor must provide the records to the public agency or allow the records to be inspected or copied within a reasonable time.

If a contractor does not comply with the public agency's request for records, the public agency shall enforce the contract provisions in accordance with the contract.

**This Contractor and any subcontractors shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.**

11. If Consultant will be handling Restricted Data or Highly Restricted Data, as those terms are defined in UCF Policy 4-008.1 Data Classification and Protection, Consultant hereby agrees to fully comply with all of the requirements set forth in said policy. Consultant hereby agrees to indemnify, hold harmless and defend UCF and its Board of Trustees, officers, agents and employees from and against any claims, damages, or other harm arising from or in any way related to Consultant's breach of any of the obligations set forth in UCF Policy 4-008.1 Data Classification and Protection, including the handling of Restricted Data or Highly Restricted Data.

If Consultant has access to any personally-identifiable information, Consultant hereby agrees to comply with all applicable laws that require the notification of individuals in the event of unauthorized release of personally-identifiable information or other event requiring notification. In the event of a breach of any of Consultant's security obligations or other event requiring notification under applicable law ("Notification Event"), Consultant agrees to assume responsibility for informing all such individuals in accordance with applicable law and to indemnify, hold harmless and defend UCF and its Board of Trustees, officers, agents and employees from and against any claims, damages, or other harm related to such Notification Event.

This Agreement may not be amended except in writing, which writing shall be expressly identified as a part hereof, and be signed by an authorized representative of each of the parties hereto.

12. Notwithstanding anything contained herein, Consultant's liability shall not exceed the total value as set forth in Attachment B to this Agreement.

13. Consultant will obtain written permission of Client to subcontract services under this Agreement.

14. Any notice or other communication required under this Agreement shall be in writing and sent to the addresses set forth below:

**If to Consultant:**

ARES Corporation  
Attn.: Eugene Jerebitski  
8444 Westpark Dr, McLean, VA 22102  
Phone: 703-714-9960

**If to UCF:**

University of Central Florida  
Florida Space Institute  
12354 Research Parkway  
Partnership 1 Building Suite 214  
Orlando, FL 32826  
Phone (321) 266-7382  
Fax (407) 823-6359

Notices shall be given by and to the hereto assigned representative on behalf of Client, and by Consultant, or such authorized designees as either party may designate in writing.

15. In the event that any court of competent jurisdiction shall hold any provision of this Agreement unenforceable or invalid, such holding shall not invalidate or render unenforceable any other provision hereof. No failure or delay by a party hereto to insist on the strict performance of any term of this Agreement, or to exercise any right or remedy consequent to a breach thereof, shall constitute a waiver of any breach or any subsequent breach of such term.

16. All other prior discussions, communications and representations concerning the subject matter of this Agreement are superseded by the terms of this Agreement, and except as specifically provided herein, this Agreement constitutes the entire agreement with respect to the subject matter hereof.

17. Consultant agrees to reimburse UCF for any and all expenses incurred by UCF due to the intentional, negligent or wrongful acts or omissions of Consultant or mistakes made by Consultant in performing the services hereunder. If any

corrective action is required due to Consultant's acts or omissions, Consultant shall reimburse Client for any and all costs associated with such corrective action.

18. Anything specifically created for Client by Consultant hereunder shall be considered specially ordered for UCF as a "work made for hire," or, if for any reason held not to be a "work for hire," Consultant hereby assigns all of its right, title and interest therein to UCF. If anything not specifically created for Client is used in the performance of Consultant's services hereunder, Consultant retains ownership of said materials and hereby grants Client a perpetual, fully paid-up, non-exclusive license to use such materials, make copies thereof and distribute these materials for Client's purposes, indefinitely.

19. Consultant agrees to keep and maintain, separate and independent records, in accordance with generally accepted accounting principles and as long as required by law, devoted exclusively to its activities, duties and obligations pursuant to this Agreement. Such records (including books, ledgers, journals, and accounts) shall contain all entries reflecting the business operations under this Agreement. UCF or its authorized agent shall have the right to audit and inspect such records from time to time during the term of this Agreement, upon reasonable notice to Consultant and during regular business hours.

20. To the extent that Consultant qualifies as a provider pursuant to the National Child Protection Act of 1993, as amended, or as a service provider in accordance with applicable Florida law/Statutes, who has direct contact with children receiving services or with adults who are developmentally disabled receiving services or who qualifies as a direct service provider to the elderly (as defined by Florida law/Statutes), Consultant hereby guarantees that Consultant and/or anyone acting on Consultant's behalf (including, but not limited to Consultant's employees, agents, subcontractors, etc.) has undergone/passed a Level II (two) background check with the State of Florida, as provided under Chapter 435 and hereby certifies that none of Consultant's employees, agents, subcontractors and/or anyone else acting on Consultant's behalf, has any disqualifying offenses, including, but not limited to those listed in Section 435.04, Florida Statutes.

21. Consultant hereby expressly agrees to instruct its employees, agents, subcontractors and/or anyone else acting on Consultant's behalf, to report to the University of Central Florida police any instance of child abuse, abandonment, or neglect witnessed or learned about that occurred on University of Central Florida property or during an event or function sponsored by the University of Central Florida.

22. This Agreement shall be governed by the laws of the State of Florida. Venue for any action arising hereunder shall be in Orange County, Florida.

In Witness Whereof, the parties signify their agreement by the signatures affixed below.

**University of Central Florida Board of Trustees**

**Consultant**

*Elizabeth Adele Klonoff*

*Eugene Jerebitski*

By: ~~Signed: Tuesday, June 16, 2020~~

By: ~~Signed: Wednesday, June 10, 2020~~

Print Name: Dr. Elizabeth Klonoff

Print Name:

Title: Vice President, Research

Title:

Date:

Date:



## Attachment A

### Statement of Work

ARES will provide a Senior Research Scientist/Manager with knowledge of the SRI Space and Atmospheric Science capabilities and personnel. ARES has selected Dr. John Kelly, an acknowledged expert in Atmospheric Science Incoherent Scatter Radar, Optical Instrumentation including the use of Lidar and the management of large groups of scientists performing technical activities in the field to include Plasma Physics, Electrical Engineering, Atmospheric Modeling and data collection and analysis. The position requires an advanced degree, PhD or equivalent in Electrical Engineering or Physics.

Dr. Kelly will help develop a comprehensive plan that integrates the SRI GeoSpace Team with the FSI and College of Sciences. Dr. Kelly will work closely with the Director, Florida Space Institute and the VP, Office of Research and Commercialization, Dean College of Graduate Studies. Should Client retain a legal or business consultant to review such an integration of operations in the context of legal and regulatory requirements, Dr. Kelly will work cooperatively with that consultant.

Dr. Kelly will assist in the development of a capture and transition strategy/plan that will facilitate the orderly transition of the GeoSpace team from SRI to UCF/FSI as a Center for Geospace Studies (CGS). This plan will include developing an organization structure and job descriptions for the needed staff. The plan will address current and future facility needs including office space and laboratory space. The selected individual will develop an organization chart that includes the assimilation of the Arecibo SAS group.

A plan that delineates both current and future collaborations and funding opportunities will be developed for both the current year and future (5) years. The plan will also include the needed effort to effectively transfer current grants to UCF.

The organization of the Work Plan, is as follows:

- i) High level management
  - a. Establish and execute COVID-19 policy consistent with Federal, Florida, and Calif. Policies
  - b. Learn the UCF (FSI) system, procedures, policies, goals.
  - c. Blend the CGS vision with UCF/FSI vision-a working document
  - d. Maintain collaborative relationship with SRI
  - e. Study existing higher education business models that operate within California/Silicon Valley to include a complete discussion of how they work with the California Department of Education
  - F. Study the business model of Independent Research Institutes eg SETI, Breakthrough, others to understand their business model and interaction with the California Department of Education.
  - G. Collaborate with any other consultants that are involved with the establishment of a California entity of the University of Central Florida Research Foundation (UCFRF)
- ii) Integration of CGS staff into FSI/UCF
  - i. Investigate employment mechanisms and whether
    - 1. Pls need UCF status for grant transfers
    - 2. Need UCF employee number for faculty appointments
  - ii. Specific staff members needing part time positions now
    - 1. Projects that need University rates and support asap
      - a. DASI (Kendall and Bhatt)
      - b. Transfer NSF grants - DASI and MANGO
    - 2. SRI CGS staff status – reduced hours
  - iii. Determine timeline for others

- 1. Arrange CGS staff visits to Orlando for introductions, seminars, etc.
  - iv. Develop plan for UCF infrastructure support
    - 1. Computers
    - 2. Software
    - 3. Electronic lab
  - v. Negotiate office space as needed over phased period
- iii) Science and Academic Program
  - i. Identify tasks for CGS staff.
    - 1. Transfer NSF grants to UCF
    - 2. Transfer other awards as appropriate (SRI concurrence)
    - 3. Identify new proposal opportunities (NSF, NASA, other)
    - 4. Submit proposals
    - 5. Determine approach to team with SRI for certain non-academic projects
- iv) Immediate Opportunities
  - i. Step into the AO management
    - 1. SAS staff
    - 2. Specific CGS staff (TvE, Bhatt, Jorgensen)
    - 3. Large Facility issues with NSF
  - ii. Identify CGS projects that will promote collaboration between UCF Physics, Electrical Engineering and Computer Science Departments.
- v) Define the roles and responsibilities of staff to be consistent with UCF/FSI guidelines and expectations
  - a. Staff desires and obligations
    - 1. Management
    - 2. Faculty
    - 3. Research
    - 4. Joint
    - 5. Support

#### **Timeline and Deliverables**

Completion of the work will be documented in up to five reports with target completion dates\*:

- 1. COVID-19 work policy – 6/1/2020
- 2. CGS/UCF/FSI vision document - 06/08/2020
- 3. CGS staff employment plan,- 08/15/2020
- 4. Staff transfer schedule - 10/11/2020
- 5. Grant and Cooperative Agreement transfer schedule - 10/18/2020

\*Due to uncertainties associated with the on-going Covid-19 pandemic, post-Covid-19 recovery arrangements (both National and State-specific), and inevitable impacts on decision making, filling of vacant posts, etc., these target dates may be delayed

**Attachment B**

**Pricing**

<b>Labor Category Description</b>	<b>Role</b>	<b>Proposed Hourly Rate</b>	<b>Number of Hours</b>	<b>Total</b>
Sr. Subject Matter Expert (8-2)	Principal Investigator	\$218.00	1,008	\$219,744.00
Sr. Consultant (7-1)	Provide oversight and contract/program management support	\$159.28	24	\$3,822.72
			<b>1,032</b>	<b>\$223,566.72</b>



**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** UCF Foundation Debt Refinancing

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**Background:**

With interest rates at historical low, the Foundation has identified two opportunities for possible debt savings.

1. Series 2009 Promissory Note
2. Series 2018 Promissory Note

The 2009 Promissory Note Overview:

The Series 2009 Notes were originally issued for the purpose of refinancing the Research Pavilion, Institute of Simulation and Training, and Orlando Tech Center Buildings. The Notes consisted of a \$12,640,000 tax exempt Note and a \$7,385,000 Taxable Note. The Taxable Note was paid off on October 1, 2017 and currently only the Tax-Exempt Note is outstanding. The Tax-Exempt Note is currently outstanding in the aggregate principal amount of \$9,775,000 and matures annually through 2025 at an interest rate of 4.96% and is callable at any time without a call premium. The 2009 Note is secured solely by a Mortgage on the properties.

Truist has proposed a taxable rate of 2.39% which will result in \$120,000 - \$130,000 in annual savings. Over the remaining 6-year life of the note, the total annual savings are expected to be \$650,000 and present value savings are estimated at \$605,000.

The Series 2018 Promissory Note Overview:

The Series 2018 Notes were for the purpose of the acquisition of the L3 Building (now Digital Learning) located in Central Florida Research Park. The Series 2018 has an outstanding balance of \$5,792,000 and a final maturity of October 1, 2038. The Note has an interest rate of 3.93% but is subject to a "Put" on any date on or after December 11, 2029. The Series 2018 Note has a call premium of 2% prior to January 1, 2024. Like the Series 2009 Note, the Series 2018 Note is secured solely by a Mortgage on the property.

Based on initial discussion with Truist, the Foundation may be able to save approximately \$40,000\* annually through July 1, 2029 and \$360,000\* through July 1, 2029 (12/11/2029 Put Date). The debt would be issued under the same provisions as on the existing bonds. In addition, we are also in discussions with the bank to waive the 2% prepayment penalty on the Notes.

**Issues to be Considered:**

The 2009 Promissory Note

As part of our analysis the Foundation looked at two alternatives: (1) refunding using tax exempt debt and (2) refunding using taxable debt. The Foundation would save approximately \$150,000 annually and \$770,000 over the life of the financing assuming a tax-exempt refinancing and \$130,000 annually and \$650,000 over the life of the financing under taxable refunding. However, by refinancing the loan with taxable debt, the Foundation will increase its ability to lease the property to both tax-exempt

entities and for-profit entities, while still providing significant debt service savings to the Foundation. Given the uncertainty in the post COVID environment, the Foundation will benefit from having this flexibility. A more detailed summary of each refunding opportunity is attached.

#### The Series 2018 Promissory Note

As part of our analysis the Foundation looked at two alternatives: (1) refunding using tax exempt debt and (2) refunding using taxable debt. Considering this building has been highly customized to suit the needs of the UCF Digital Learning Division and the Continuing Education Division, the Foundation does not anticipate a change in tenant mix. The Foundation is proposing continuation of the tax-exempt debt to maximize available debt service savings.

A more detailed summary of each refunding opportunity is attached.

#### **Alternatives to Decision:**

*The board has the following options:*

- Approve refinancing at the reduced tax-exempt rate for 2009 series.
- Continue with the existing financing structure and make no changes.

#### **Fiscal Impact and Source of Funding:**

<b>Promissory Note, Series 2009 – Refunding Results Summary*</b>		
<b>Statistic</b>	<b>Prior Series 2009</b>	<b>Proposed Series 2020**</b>
Principal Amount	\$9,775,000	\$10,000,000
Interest Rate	4.96%	2.39% (Taxable)
Max Annual Debt Service	\$1,927,816	\$1,803,172
Debt Service Savings	-	\$649,823

\*Preliminary and subject to change based upon Truist Financial Corporation Proposal dated 7/13/2020. Assumed dated date of August 3, 2020, assumed cost of issuance of \$60,000 for the financing

\*\*Assumes Series 2009 Prepayment Penalty is waived by existing Lender

<b>Promissory Note, Series 2018 – Refunding Results Summary*</b>		
<b>Statistic</b>	<b>Prior Series 2018</b>	<b>Proposed Series 2020**</b>
Principal Amount	\$5,792,000	\$5,931,000
Interest Rate	3.93%	2.70% (Tax Exempt)
Max Annual Debt Service	\$448,048	\$407,563
Savings Through Put Date**	-	\$361,390

\*Preliminary and subject to change based upon Truist Financial Corporation Proposal dated 7/13/2020. Assumed dated date of August 3, 2020, assumed cost of issuance of \$60,000 for the financing

\*\*Assumes Series 2018 Prepayment Penalty is waived by existing Lender, Includes Debt Service Savings only through 12/11/2029 Put Date

#### **Recommended Action:**

The Foundation is seeking authority to move forward with refinancing the Series 2009 Note as a taxable note and the Series 2018 Note as a tax exempt note, both at a reduced rate (to be locked after approval), resulting in annual debt service savings and no extension to the life of either notes.

**Authority for Board of Trustees Action:**

Section 1010.62 Florida Statutes

BOG Debt Management Guidelines

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

N/A

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

Chair Martins has approved adding this item to the agenda.

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**Submitted by:**

Joe Trubacz, Interim Vice President for Finance and Chief Financial Officer

Glen Dawes, Associate Vice President and Chief Financial Officer, UCF Foundation

**Supporting Documentation:**

Attachment A – Summary of proposed refunding of promissory Note, Series 2009

Attachment B – Summary of proposed refunding of promissory Note, Series 2018

**Facilitators/Presenters:**

Joe Trubacz, Interim Vice President for Finance and Chief Financial Officer

Glen Dawes, Associate Vice President and Chief Financial Officer, UCF Foundation

**University of Central Florida Foundation, Inc.**

Summary of Proposed Refunding of Promissory Note, Series 2009

As of July 13, 2020<sup>(1)</sup>

\*Preliminary &amp; Subject to Change\*

<b>Proposed Tax Exempt Series 2020<sup>(2)</sup></b>	
<b>Refunded Loan</b>	
Note Refunded	Promissory Note, Series 2009
Par Amount Refunded	\$9,775,000
Maturities Refunded	10/1/2020 - 10/1/2025
Refunded Interest Rate	4.96%
Max Annual Debt Service	\$1,927,816
Total Debt Service	\$11,299,332
<b>Refunding Loan</b>	
Par Amount Issued	\$10,000,000
Dated Date	8/3/2020
Maturities	10/1/2020 - 10/1/2025
Interest Rate	1.95%
Max Annual Debt Service	\$1,779,028
Total Debt Service	\$10,528,374
Savings	\$770,958
Present Value Savings (\$)	\$725,856
Present Value Savings (%)	7.43%

<b>Debt Service Summary<sup>(2)</sup></b>			
<b>Year Ended</b>	<b>Prior Series 2009</b>	<b>TE Series 2020</b>	<b>Savings</b>
10/1/2020	\$1,677,420	\$1,651,417	\$26,003
10/1/2021	1,918,664	1,768,410	150,254
10/1/2022	1,924,016	1,777,113	146,904
10/1/2023	1,925,400	1,775,035	150,365
10/1/2024	1,927,816	1,777,373	150,444
10/1/2025	1,926,016	1,779,028	146,989
<b>Total</b>	<b>\$11,299,332</b>	<b>\$10,528,374</b>	<b>\$770,958</b>

<b>Proposed Taxable Series 2020<sup>(3)</sup></b>	
<b>Refunded Loan</b>	
Note Refunded	Promissory Note, Series 2009
Par Amount Refunded	\$9,775,000
Maturities Refunded	10/1/2020 - 10/1/2025
Refunded Interest Rate	4.96%
Max Annual Debt Service	\$1,927,816
Total Debt Service	\$11,299,332
<b>Refunding Loan</b>	
Par Amount Issued	\$10,000,000
Dated Date	8/3/2020
Maturities	10/1/2020 - 10/1/2025
Interest Rate	2.39%
Max Annual Debt Service	\$1,803,172
Total Debt Service	\$10,649,509
Savings	\$649,823
Present Value Savings (\$)	\$604,570
Present Value Savings (%)	6.18%

<b>Debt Service Summary<sup>(3)</sup></b>			
<b>Year Ended</b>	<b>Prior Series 2009</b>	<b>Taxable Series 2020</b>	<b>Savings</b>
10/1/2020	\$1,677,420	\$1,658,506	\$18,914
10/1/2021	1,918,664	1,790,282	128,382
10/1/2022	1,924,016	1,797,281	126,735
10/1/2023	1,925,400	1,798,205	127,196
10/1/2024	1,927,816	1,803,172	124,644
10/1/2025	1,926,016	1,802,064	123,952
<b>Total</b>	<b>\$11,299,332</b>	<b>\$10,649,509</b>	<b>\$649,823</b>

**Notes**

(1) Analysis is preliminary &amp; Subject to Change as of July 13, 2020

(2) Assumes prepayment provision / penalty waived, preliminary tax-exempt interest rate as of July 13, 2020

(3) Assumes prepayment provision / penalty waived, preliminary taxable interest rate as of July 13, 2020

## Attachment B

### University of Central Florida Foundation, Inc.

Summary of Proposed Refunding of Capital Improvement Revenue Note, Series 2018 (L3)

As of July 13, 2020<sup>(1)</sup>

\*Preliminary & Subject to Change\*

Proposed Tax Exempt Series 2020 <sup>(2)</sup>	
Refunded Loan	
Note Refunded	CIRN, Series 2018
Par Amount Refunded	\$5,792,000
Maturities Refunded	10/1/2020 - 10/1/2038 (Semi-Annual)
Refunded Interest Rate	3.93%
Max Annual Debt Service	\$448,048
Total Debt Service	\$8,055,748
Refunding Loan	
Par Amount Issued	\$5,931,000
Dated Date	8/3/2020
Maturities	10/1/2020 - 10/1/2038 (Semi-Annual)
Interest Rate	2.70%
Max Annual Debt Service	\$407,563
Total Debt Service	\$7,530,445
Savings	\$525,302
Present Value Savings (\$)	\$427,970
Present Value Savings (%)	7.39%

Debt Service Summary <sup>(2)</sup>			
Year Ended	Prior Series 2009	TE Series 2020	Savings
7/1/2021	\$447,407	\$406,787	\$40,620
7/1/2022	446,614	406,374	40,240
7/1/2023	447,480	407,366	40,114
7/1/2024	447,494	406,526	40,968
7/1/2025	448,048	406,762	41,286
7/1/2026	447,710	407,152	40,558
7/1/2027	446,970	407,323	39,647
7/1/2028	446,261	407,563	38,699
7/1/2029	446,266	407,007	39,258
7/1/2030	433,241	407,521	25,720
7/1/2031	407,019	406,789	230
7/1/2032	411,311	407,017	4,294
7/1/2033	414,856	406,626	8,230
7/1/2034	419,234	407,168	12,066
7/1/2035	423,229	407,436	15,792
7/1/2036	428,920	407,518	21,402
7/1/2037	433,986	407,152	26,835
7/1/2038	438,708	406,599	32,109
7/1/2039	220,992	203,759	17,233
<b>Total</b>	<b>\$8,055,748</b>	<b>\$7,530,445</b>	<b>\$525,302</b>

Proposed Taxable Series 2020 <sup>(3)</sup>	
Refunded Loan	
Note Refunded	CIRN, Series 2018
Par Amount Refunded	\$5,792,000
Maturities Refunded	10/1/2020 - 10/1/2038 (Semi-Annual)
Refunded Interest Rate	3.93%
Max Annual Debt Service	\$448,048
Total Debt Service	\$8,148,862
Refunding Loan	
Par Amount Issued	\$5,931,000
Dated Date	8/3/2020
Maturities	10/1/2020 - 10/1/2038 (Semi-Annual)
Interest Rate	3.27%
Max Annual Debt Service	\$427,461
Total Debt Service	\$7,895,312
Savings	\$253,551
Present Value Savings (\$)	\$200,815
Present Value Savings (%)	3.47%

Debt Service Summary <sup>(3)</sup>			
Year Ended	Prior Series 2009	Taxable Series 2020	Savings
7/1/2021	\$447,407	\$426,826	\$20,581
7/1/2022	446,614	426,707	19,907
7/1/2023	447,480	426,618	20,862
7/1/2024	447,494	426,718	20,776
7/1/2025	448,048	426,643	21,405
7/1/2026	447,710	426,708	21,001
7/1/2027	446,970	426,492	20,478
7/1/2028	446,261	427,315	18,946
7/1/2029	446,266	427,097	19,169
7/1/2030	439,113	426,902	12,211
7/1/2031	424,967	426,376	-1,409
7/1/2032	427,421	426,742	679
7/1/2033	428,970	426,279	2,691
7/1/2034	431,317	426,676	4,641
7/1/2035	433,199	426,674	6,525
7/1/2036	436,715	426,385	10,330
7/1/2037	439,472	427,461	12,011
7/1/2038	441,813	427,200	14,614
7/1/2039	221,624	213,491	8,133
<b>Total</b>	<b>\$8,148,862</b>	<b>\$7,895,312</b>	<b>\$253,551</b>

#### Notes

(1) Analysis is preliminary & Subject to Change as of July 13, 2020

(2) Assumes prepayment penalty is waived, preliminary tax-exempt interest rate as of July 13, 2020, Assumes Interest Rate is the Same for Refunding and Refunded Notes after 12/11/2029 Put Date

(3) Assumes prepayment penalty is waived, preliminary taxable interest rate as of July 13, 2020, Assumes Interest Rate is the Same for Refunding and Refunded Notes after 12/11/2029 Put Date

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title:** UCF Convocation Corporation Management (UCFCC) Agreement with UCF Athletics Association (UCFAA)

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**Background:**

In March 2019, Interim President, Thad Seymour directed Danny White and Misty Shepard to analyze the viability of UCFAA entering a Management Agreement with UCFCC to manage the Convocation Corporations assets. In April 2019, after an initial analysis showed efficiencies, synergies and revenue opportunities, Interim President Seymour approved the concept and assembled a working group to do more due diligence and draft a Management Agreement for review and approval from the UCFCC Board and UCF Board of Trustees. The original target date for transition to UCFAA managing the UCFCC assets was January 1, 2020 but the process has taken longer than expected. The UCFCC and UCFAA Management Agreement was presented on June 25, 2020, and the UCFCC board unanimously adopted.

**Issues to be Considered:**

- A. Original intent of UCFCC was to provide funding for UCFAA. "After the restricted balance requirement is met, any excess revenues annually become unrestricted surplus funds that can then flow into the Housing Unrestricted Surplus Fund to be used for an UCFAA purpose if approved by the UCF and UCFAA Boards." - *Convocation Center Analysis by C.H. Johnson Consulting, Inc. Section 6, Page 23, September 2005*
- B. Athletics is a tenant and customer through rent, revenue and cash outlays for Housing
- C. UCFAA manages all Intercollegiate Athletics facilities on campus with the exception of Addition Financial Arena and the Venue
- D. UCFAA has made a significant investment in the Men's and Women's Basketball programs and both are building postseason teams. Management of the facilities where these teams' practice and play will allow UCFAA to grow both programs
- E. Management of the facilities will provide additional revenue opportunities and UCFAA has a proven track record of increasing revenue (Athletics revenues from ticket sales, per seat donations and sponsorships have increased 90% since FY2015)
  1. Premium Seating and Ticket Sales
    - a. UCFAA has successfully renovated the football stadium to increase premium seating by more than 6,500 seats since 2016 with an annual revenue increase of \$5.4M. This will be a priority with management of Addition Financial Arena
    - b. UCFAA currently has an in-house Outbound Ticket Sales Team
    - c. UCFAA currently has an in-house Fundraising Team
  2. Corporate Partnerships
    - a. UCFAA successfully negotiated a three-year extension to the naming rights partnership with Addition Financial Arena.
    - b. UCFAA will work with UCF Business Services and the DEP to leverage sponsorship packages that include retail space on Plaza Drive

- c. UCFAA currently has an In-House Corporate Sales Team
- 3. Venue Rentals
  - a. Work with Spectra to include the football stadium and John Euliano Park as venue rental opportunities
- 4. Contracts
  - a. Opportunity to combine and leverage contracts with UCFAA and UCFCC
- F. Retail operations will have growth opportunities to leverage corporate partnerships and increase overall revenue.
  - a. UCFAA would work through the UCF Director of Business Services
- G. UCFAA will work closely with the UCF DSO accounting staff to ensure funds flow obligations are maintained at the current level
- H. Estimated savings and efficiencies with F&S management:
- I. The transition will provide several key advantages for operation efficiencies and annual projected cost savings of \$1.5M at a minimum, high potential for this savings to increase as restructure becomes more established.
  - 1. Central management of all Housing and Athletic facilities under a single entity will significantly reduce overhead costs and maintain consistent standard levels of service.
  - 2. These properties will fit into the zone management philosophy already implemented throughout the campus and result in reduction of 7 full time staff (plans exist to absorb the impacted individuals into existing vacancies in other areas of campus).
  - 3. Efficiencies in contract labor and supply chain.
  - 4. Landscaping would be managed and maintained with standards consistent with remainder of campus and enhance overall campus aesthetics.
  - 5. Retail operations would be managed by UCF Director of Business Services to provide synergies and leverage greater inventory for food service agreements and independent vendor leasing.
  - 6. Reduced liability and compliance risk by ensuring employment practices and property insurance coverage is consistently managed.
  - 7. Housing (Towers) will see no impact to their operating business, resident life issues will continue to be managed by UCF Housing

**Alternatives to Decision:**

UCFCC operates without a Management Agreement with UCFAA

**Fiscal Impact and Source of Funding:**

Immediate cost savings to UCFCC with additional anticipated savings. Increased revenue opportunities

**Recommended Action:**

Approval of the UCFCC and UCFAA amended management agreement.

**Authority for Board of Trustees Action:**

N/A

**Associate Vice President for Direct Support Organizations (AVP/DSOs) Review:**

Reviewed by Margaret Jarrell-Cole, Esq., AVP/DSOs; Jordan Clark, Associate General Counsel



**Contract Review by Legal Counsel Review:**

Reviewed by Jordan Clark, UCF Associate General Counsel.

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

Chair Martins has approved adding this item to the agenda.

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**Submitted by:**

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer  
Danny White, Vice President and Director of Athletics

**Supporting Documentation:**

Attachment A: UCFCC Revised Management Agreement

**Facilitators/Presenters:**

Scott Carr, Deputy Athletic Director for Brand Advancement

Jordan Clark, Associate General Counsel

Brad Stricklin, Executive Associate Athletic Director, and Chief Financial Officer

David Hansen, Executive Associate Athletic Director and Chief Operating Officer

Duane Siemen, Interim Associate Vice President for Facilities and Safety

## MANAGEMENT AND USE AGREEMENT

This Management and Use Agreement (this "**Agreement**") is made effective as of the 1st day of July 1, 2020 by and between **UCF Convocation Corporation**, a Florida not-for-profit corporation (the "**Corporation**") and **UCF Athletics Association, Inc.**, a Florida not-for-profit corporation, organized under the laws of the State of Florida ("**Manager**").

### RECITALS

WHEREAS, The University of Central Florida Board of Trustees (the "Board") owns an approximately 252,000 square foot multipurpose, indoor sports, convocation and entertainment facility on the University of Central Florida campus (the "Arena"), and a 87,000 square foot multipurpose venue (the "Venue"), the adjacent parking Garage F (the "Garage", together with the Arena, the Venue, are referred to herein as the "Facilities"); and

WHEREAS, the Corporation currently operates and manages the Facilities on behalf of the Board pursuant to the terms of an Operating Agreement dated as of August 1, 2015 (the "Operating Agreement"); and

WHEREAS, the Corporation previously financed and/or refinanced the costs of the Arena and the Venue with proceeds of the Corporation's Refunding Revenue Bonds, Series 2015A and its Refunding Revenue Bonds, Series 2015B (the "Series 2015 Bonds") issued pursuant to the terms of Trust Indenture dated as of August 1, 2015 by and between the Corporation and U.S. Bank National Association ("2015 Indenture"); and

WHEREAS, pursuant to the 2015 Indenture the Corporation pledged all revenues generated from the use of the Facilities including the Facilities Revenues, Naming Rights Revenues and Non-Operating Revenues to the payment of the Series 2015 Bonds; and

WHEREAS, pursuant to the Operating Agreement the Corporation is permitted to hire a professional management company to manage the Facilities, and Corporation retained Global Spectrum L.P. d/b/a Spectra Venue Management, a limited partnership operated under the laws of Delaware pursuant to that certain Management Agreement effective as of September 1, 2016 ("Sub-Manager Agreement") to manage the Arena and Venue; and

WHEREAS, the Corporation desires to engage Manager to manage and operate the Facilities and to be Corporation's agent and fulfill its obligations under the Sub-Manager Agreement and all other contractual obligations related to the Facilities; and

NOW THEREFORE, for and in consideration of the foregoing, the mutual covenants and promises hereinafter set forth and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties, intending to be legally bound, hereby agree as follows:

## **ARTICLE 1 SCOPE OF SERVICES**

The Corporation hereby retains the Manager to operate and manage the Facilities, and engages the Manager during the Term (as defined in Section 2.1 below) to act as the Manager of the Facilities, subject to and as more fully described in this Agreement, and, in connection therewith, to perform the services described in Exhibit A attached hereto. In consideration of acting as the Manager of the Facilities authorizes the manager to use the Facilities as part of its University's intercollegiate athletics program.

Manager acknowledges and agrees to abide by the terms of the 2015 Indenture, the Operating Agreement, the Sub-Manager Agreement, and all other existing contractual obligations related to the Facilities. In particular the Manager acknowledges that the Pledged Revenues that secure the repayment of the Series 2015 Bonds include the Facilities Revenues that will be collected by the Manager, on the Corporation's behalf and remitted to the Trustee no later the 15th day of the month following receipt thereof as provided in the 2015 Indenture. "Facility Revenues" means all Naming Rights Revenues, advertising and sponsorship revenues and amounts collected by or on behalf of the Corporation related to or associated with premium seating or suites located in the Facilities. "Naming Rights Revenues" means the earned portion of amounts paid to the Corporation and/or the University of Central Florida Foundation, Incorporated ("Foundation") by a vendor or donor pursuant to a naming rights agreement including any extension or renewals thereof or a new agreement related to the Facilities and transferred to the Trustee by the Foundation as provided in the Fundraising Agreement.

Manager agrees to accommodate the University's reserved right to use the Arena pursuant to the terms of the Operating Agreement and Sub-Manager Agreement, which provide that the University and its affiliates have priority right to use the Arena and Venue or any part thereof for the aggregate of at least one hundred (100) days each Fiscal Year during the term of the Agreement.

Manager hereby accepts such engagement and shall perform the services.

## **ARTICLE 2 TERM AND TERMINATION**

Section 2.1. Term. Unless sooner terminated as provided herein, the Term of this Agreement ("Term") shall be coterminous with the term of the Operating Agreement. This Agreement shall be binding on the parties upon execution and delivery hereof. For purposes of this Agreement, a "Fiscal Year" shall mean the period July 1 through June 30.

Section 2.2. Termination.

(a) This Agreement may be terminated (i) by either party upon sixty (60) days written notice, and (ii) by either party immediately by written notice upon the other party being adjudged bankrupt or insolvent, or if any receiver or trustee of all or any part of the business property of the other party shall be appointed and shall not be discharged within one hundred twenty (120) days after appointment, or if either party shall make an assignment of its property for the benefit of creditors or shall file a voluntary petition in bankruptcy or insolvency, or shall apply for bankruptcy under the bankruptcy or insolvency laws now in force or hereinafter enacted, Federal, State or otherwise, or if such petition shall be filed against either party and shall not be dismissed within one hundred twenty (120) days after such filing.

(b) Upon termination or expiration of this Agreement for any reason, Manager shall (i) promptly discontinue the performance of all services hereunder, (ii) deliver or otherwise make available to the Corporation all data, electronic files, documents, procedures, reports, estimates, summaries, and other such information and materials with respect to the Facilities as may have been accumulated by Manager in performing its obligations hereunder, whether completed or in process, (iii) assign to the Corporation all contracts or leases entered into by Manager in furtherance of its duties hereunder, who shall accept such assignments and be solely responsible for performing under such agreements following the date of such assignment, (iv) shall surrender possession of the Facilities and (v) within forty-five (45) days after expiration, provide any financial settlement reports required for reimbursement of expenses incurred by the Manager or approved transfers to the Manager from the unrestricted net surplus fund.

(c) The remedies described in this Section shall be in addition to any other remedies the parties may be entitled to, either by virtue of the terms of this Agreement, at law or in equity, as a result of a breach or termination of this Agreement.

### ARTICLE 3

#### OWNERSHIP; USE OF THE FACILITIES

Section 3.1. Ownership of Facilities, Data, Equipment and Materials. Manager acknowledges that the University will at all times retain ownership interest in the Facilities, technical equipment, furniture, displays, fixtures and similar property, including improvements made during the Term and all revenues generated from or in any way related to the Facilities. However, the University desires the Corporation continue to operate and maintain the Facilities and Pledge Revenues generated by and through such operation to secure the Series 2015 Bonds. Any data, equipment or materials furnished by the Corporation, the University or any of its affiliates to Manager or acquired by Manager as an Operating Expense, to be used at the Facilities, shall remain the property of the Corporation, the University or such University affiliate, as applicable, and shall be returned to the Corporation, the University or such University affiliate when no longer needed by Manager to perform under this Agreement.

Section 3.2. Right of Use. The Corporation hereby grants Manager the right and license to use the Facilities during the Term and Manager accepts such right of use, for the purpose of performing the services herein specified, including the operation and maintenance of all physical and mechanical facilities necessary for, and related to the operation, maintenance and management of the Facilities.

Section 3.3. Use by the Manager. The Manager shall have the right to use the Facilities or any part thereof during the Term hereof, for any activities involving the University's intercollegiate athletics program. Pledged Revenues and Non-Operating Revenues generated from the use of the Facilities by the Manager shall be applied as provided in the 2015 Indenture. As consideration for use of the Facilities, Manager agrees to perform the services hereunder as Manager and remit to the Trustee the revenues required by the 2015 Indenture that were generated from the use or management of the Facilities. Manager shall have the right to use the Arena and Venue or any part thereof during the Term hereof, for any and all training activities related

to the education of the University's student- athletes.

#### **ARTICLE 4 PERSONNEL AND STAFFING**

Section 4.1. Generally. All staff and other personnel to be used by the Manager related to the Manager's obligations hereunder at the Facilities shall be engaged or hired by Manager, and may be employees, agents or independent contractors of Manager (or a subsidiary or affiliate thereof), the University, or other University affiliate. Manager shall select the number, function, qualifications, and compensation, including salary and benefits, of its employees and shall control the terms and conditions of employment (including without limitation termination thereof) relating to such employees. Manager agrees to use reasonable and prudent judgment in the selection and supervision of such personnel.

Section 4.2. Sub-Manager. Manager will honor and abide by that certain Sub-Manager Agreement to manage the Arena and Venue. As stated above, Manager shall act as Corporation's agent and fulfill Corporation's obligations under the Sub-Manager Agreement as well as providing oversight and supervision of the sub-manager. The sub-manager will continue to have general responsibility for day-to-day operations of the Arena and Venue, supervision of applicable employees, and management and coordination of all activities associated with events taking place at the Arena and Venue. Manager shall not make any changes or amendments to the Sub-Manager Agreement without written approval from the Corporation.

#### **ARTICLE 5 OPERATING BUDGET**

##### Section 5.1. Establishment of Operating Budget

(a) Manager shall manage and operate (as applicable) the Facilities pursuant to the annual approved operating budget in substantially the form attached hereto as Exhibit B. For each Fiscal Year the Manager shall prepare and deliver to the Corporation's Treasurer (the "Corporation Representative") no later than 60 days prior to the end of the current Fiscal Year, an operating budget for the Facilities, as applicable, for the next Fiscal Year, which operating budget shall be subject to the review and approval of the Corporation Representative, pursuant to the procedures set forth in Section 5.2 below.

Each annual operating budget prepared and delivered to the Corporation hereunder shall include all information required to allow the Corporation to comply with its obligation under the 2015 Indenture and the Operating Agreement which includes, but not limited to; a projection of gross operating revenues and Operating Expenses, presented on a quarterly and annual basis. Each operating budget shall serve as an estimate of expected revenue and expenses for the Facilities, as applicable. The Corporation agrees to provide Manager with all information in its possession to assist Manager in preparing each operating budget. Each operating budget prepared by Manager delivered to the Corporation hereunder, once approved pursuant to the procedures in Section 5.2 below, shall be referred to herein as the "**Operating Budget**".

(b) The projected Operating Expenses in each Operating Budget shall include, but not be limited to, the following expenses on a line item basis, all of which shall be deemed to be Operating Expenses of the Facilities and shall be payable by Manager with funds from the Operating Fund held under the 2015 Indenture, unless specifically stated otherwise herein: (i) cost of operating supplies (ii) advertising, marketing, group sales, and public relations costs, (iii) cleaning expenses, (iv) data processing costs, (v) dues, subscriptions and membership costs, (vi) printing and stationary costs, (vii) postage and freight costs, (viii) equipment rental costs, (ix) minor repairs, maintenance, and equipment servicing, not including expenses relating to performing capital improvements, (x) security expenses, (xi) telephone and communication charges, (xii) cost of employee uniforms and identification, (xiii) exterminator, and trash removal costs, if applicable (xiv) computer, software, hardware and training costs, (xv) parking expenses, (xvi) utility expenses, (xvii) office expenses, (xviii) audit, accounting and legal fees, (xix) all bond and insurance costs, including but not limited to personal property, liability, and worker's compensation insurance, (xx) commissions and all other fees payable to third parties (e.g. commissions relating to food, beverage and merchandise concessions services, ticketing services and advertising sales commissions), if applicable, (xxi) expenses relating to the operation by Manager of food and beverage concessions, including without limitation the cost of food and beverage product, ice, and other supplies; and (xxii) applicable taxes.

Section 5.2. Approval of Operating Budget. Each Operating Budget shall be subject to the review and approval of the Corporation, which approval shall not be unreasonably withheld or delayed. In order for the Corporation to fully evaluate and analyze such budgets or upon any other request by the Corporation relating to income and expenses, Manager agrees to provide the Corporation such reasonable financial information relating to the Facilities as may be in Manager's possession and as is requested by the Corporation from time to time. If extraordinary events occur during any Fiscal Year which could not reasonably be contemplated at the time the corresponding Operating Budget was prepared, Manager may submit an amendment to such budget for review and approval by the Corporation (which approval shall not be unreasonably withheld or delayed). If the Corporation fails to approve any annual Operating Budget (or any proposed amendment thereto), the Corporation shall promptly provide Manager the specific reasons therefor and its suggested modifications to Manager's proposed Operating Budget or amendment in order to make it acceptable.

Section 5.3. Adherence to Operating Budget. Manager shall use all reasonable efforts to manage and operate the Facilities in accordance with the applicable Operating Budget. Without the prior consent of the Corporation, Manager shall not exceed, commit or contract to expend any sums in excess of the aggregate amounts allowed in the Operating Budget, except if (i) such additional expenditure is necessary to perform an Emergency Repair (as defined in Section 9.2 below), in which event Manager shall use commercially reasonable efforts to notify the Corporation prior to making such repair, or (ii) such additional cost is offset by a corresponding increase in Revenue (as defined in Section 7.2). Manager agrees to report in writing to the Corporation, as promptly as practicable after becoming aware of such, any significant change or variance in the bottom line number in the Operating Budget, and any material increase in the total costs (as opposed to any particular line item cost) from that provided for in the Operating Budget

(unless such change, variance or increase is a result of, or offset by, a corresponding increase in revenue).

## **ARTICLE 6 FUNDING**

Section 6.1. Source of Funding. Manager shall pay all items of expense for the operation, maintenance, supervision and management of the Facilities from the funds in the Operating Fund, except as otherwise specifically stated herein, which Manager may access periodically by submitting a requisition to the Trustee for this purpose. The Operating Fund shall be funded by amounts generated by operation of the Facilities (as described in Article 7 below) or otherwise made available by Corporation. To ensure sufficient funds are available to the Manager, the Manager shall be permitted to requisition Operating Expenses in advance for the subsequent month. Amounts requisitioned by Corporation or the Manager shall be deposited in an account in a local qualified public depository (the "Operating Account") and shall be used by the Manager exclusively to pay Operating Expenses related to the Facilities.

Section 6.2. Advancement of Funds. Under no circumstances shall Manager be required to pay for or advance any of its own funds to pay for any Operating Expenses. In the event that, notwithstanding the foregoing, Manager agrees to advance its own funds to pay for approved Operating Expenses, the Corporation shall requisition the Trustee to reimburse Manager from the Operating Fund for the full amount of such advanced funds.

## **ARTICLE 7 PROCEDURE FOR HANDLING INCOME**

Section 7.1. Event Account. In accordance with the terms of the Sub-Manager Agreement, Manager shall collect and deposit as soon as practicable following receipt, in an interest-bearing account in a local qualified public depository to be designated by Manager ("**Event Account**"), all Pledged Revenues received or generated by the Manager from the use and management of the Facilities and any similar event-related revenues which Manager receives in contemplation of, or arising from, an event, pending completion of the event. Such monies will be held in escrow for the protection of ticket purchasers, the Corporation, the University, sub-manager, and Manager, to provide a source of funds as required for payments of direct incidental expenses in connection with the games played or other events performed at the Facilities that must be paid prior to or contemporaneously with such events. Promptly following completion of such events, Manager shall transfer all funds in the Event Account, to the Trustee for deposit into the Revenue Fund as provided in the 2015 Indenture.

Section 7.2. Accrued Interest. Interest accrued on amounts in the Event Account shall be part of the Facilities operating income and shall be transferred to the Operating Fund. Bank service charges, if any, on such account(s) shall be deducted from interest earned. The Event Account shall be established by Manager and in the name of Manager (as trustee for the Corporation). Manager shall have authority to sign checks and make withdrawals from such



account, subject to the terms and conditions of this Agreement, without needing to obtain the co-signature of the Corporation Representative.

Section 7.3. Revenue Fund Deposits. Except as provided in Section 7.1, all Facility Revenues derived from operation of the Facilities shall be deposited by Manager with the trustee for deposit to the Revenue Fund no later than the 15<sup>th</sup> day following the month in which such amounts are collected by the Manager. The Manager shall not pledge, assign or encumber, or grant a security interest in, any of the Facility Revenues, which have been pledged and assigned by the Corporation for the benefit of the holders of the Series 2015 Bonds issued under the 2015 Indenture.

## **ARTICLE 8**

### **FISCAL RESPONSIBILITY; REPORTING**

Section 8.1. Records. Manager agrees to keep and maintain, separate and independent records, in accordance with generally accepted accounting principles, devoted exclusively to its operations in connection with the management and use of the Facilities. Such records (including books, ledgers, journals, and accounts) shall contain all entries reflecting the business operations under this Agreement. The Corporation or the University shall have the right to audit and inspect such records from time to time during the Term, upon reasonable notice to Manager and during Manager's ordinary business hours.

Section 8.2. Monthly Financial Reports. Manager will cause to be prepared and maintain financial reports for the Facilities including a balance sheet, aging report on accounts receivable, and statement of revenues and expenditures (budget to actual) for each month and year to date in accordance with generally accepted accounting principles.

## **ARTICLE 9**

### **CAPITAL IMPROVEMENTS**

Section 9.1. Schedule of Capital Expenditures. Manager shall annually, at the time of submission of the annual Operating Budget to Corporation, provide to the Corporation a schedule of capital improvements necessary at the Facilities and requiring a Capital Expenditure (as defined below), for the purpose of allowing the Corporation to consider for inclusion such projects in its budget for the ensuing year and to prepare and update a long range funding and capital expenditure budget. For purposes of this paragraph, "**Capital Expenditures**" shall mean all expenditures for building additions, alterations, or improvements and for purchases of additional or replacement furniture, machinery, or equipment, where the cost of such expenditure is greater than \$5,000.

Section 9.2. Responsibility for Capital Expenditures. The parties acknowledge that the Corporation shall be solely responsible for all Capital Expenditures at the Facilities. Notwithstanding the foregoing, Manager shall have the right to make Capital Expenditures at the Facilities for "**Emergency Repairs**" (defined as the repair of a condition which, if not

performed immediately, creates an imminent danger to persons or property and/or an unsafe condition at the Facilities threatening persons or property), and shall be promptly reimbursed by the Corporation for any such expenditure.

Section 9.3 Responsibility for Renewal and Replacement Funds. Pursuant to the Operating Agreement, the Corporation established a Renewal and Replacement Fund (“R&R Fund”) to be held by Corporation. The Manager agrees to budget annually the amount necessary to fund the R&R Fund for the purpose of funding capital improvements to the Facilities. The deposit to the R&R Fund may be adjusted from time to time by the Corporation as provided in the annual budget. The Manager agrees to obtain a condition assessment report at least bi-annually to confirm the amount being deposited into the R&R Fund is sufficient to maintain the Facilities.

## **ARTICLE 10 LIABILITY**

Section 10.1. Liability. The Corporation assumes any and all liability for personal injury and property damage attributable to the negligent acts or omissions of the Corporation, the University, and its affiliates and the officers, employees, servants, and agents thereof while acting within the scope of their employment. Manager shall be a third-party beneficiary of the aforementioned provision. Manager assumes any and all risks of personal injury and property damage attributable the negligent acts or omissions of Manager's officers, employees, servants, and agents in furtherance of the obligations of Manager under this agreement. The Corporation and Manager further agree that nothing contained herein shall be construed or interpreted as (1) denying to either party any remedy of defense available to such party under the laws of the State of Florida or (2) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

Section 10.2. Survival. The obligations of the parties contained in this Article 12 shall survive the termination or expiration of this Agreement and continue on for a period of two (2) years thereafter.

## **ARTICLE 11 INSURANCE**

Section 11.1. Types and Amount of Coverage. Manager agrees to obtain or cause to be obtained insurance coverage in the manner and amounts as set forth in Exhibit C, attached hereto, and shall provide the Corporation upon request a certificate or certificates of insurance evidencing such coverage. Manager shall maintain such referenced insurance coverage at all times during the Term and will not make any material modification or change from these specifications without the prior approval of the Corporation. Each insurance policy shall include a requirement that the insurer provide the Corporation and the University at least thirty days written notice of cancellation or material change in the terms and provisions of the applicable policy. The cost of all such insurance

shall be an Operating Expense.

Section 11.2. Rating; Additional Insureds. All insurance policies shall be issued by insurance companies rated no less than A VIII in the most recent "Bests" insurance guide, and licensed in the State of Florida or as otherwise agreed by the parties. All such policies shall be in such form and contain such provisions as are generally considered standard for the type of insurance involved. The commercial general liability policy, automobile liability insurance policy and umbrella or excess liability policy to be obtained by Manager hereunder shall name the Corporation and the University as additional insureds. The workers compensation policy to be obtained by Manager hereunder shall contain a waiver of all rights of subrogation against the Corporation and the University. Manager shall require all Facility licensees (i.e. users) and, when appropriate, services providers with whom Manager contracts hereunder, to maintain appropriate insurance for the types of activities in which they are engaged and provide to Manager certificates of insurance evidencing such insurance. If Manager subcontracts any of its obligations under this Agreement, Manager shall either: (a) cover all subcontractors under its policies of insurance, or (b) require each subcontractor not so covered to secure insurance that will protect against applicable hazards or risks of loss as and in the minimum amounts designated herein, and name Manager, the Corporation and the University as additional insureds.

## **ARTICLE 12**

### **REPRESENTATIONS, WARRANTIES AND COVENANTS**

Section 12.1. Representations and Warranties by Manager. Manager represents and warrants to the Corporation the following: (i) all required approvals have been obtained, and Manager has full legal right, power and authority to enter into and perform its obligations hereunder, and (ii) this Agreement has been duly executed and delivered by Manager and constitutes a valid and binding obligation of Manager, enforceable in accordance with its terms, except as such enforceability may be limited by bankruptcy, insolvency, reorganization or similar laws affecting creditors' rights generally or by general equitable principles.

Section 12.2. Representations, Warranties and Covenants by the Corporation. The Corporation represents and warrants to the Manager the following: (i) all required approvals have been obtained, and the Corporation has full legal right, power and authority to enter into this Agreement and to grant the rights granted by it hereunder and to perform its obligations hereunder, and (ii) this Agreement has been duly executed and delivered by the Corporation and constitutes a valid and binding obligation of the Corporation, enforceable in accordance with its terms, except as such enforceability may be limited by bankruptcy, insolvency, reorganization or similar laws affecting creditors' rights generally or by general equitable principles.

## **ARTICLE 13**

### **MISCELLANEOUS**

Section 13.1. Force Majeure. Except as otherwise provided herein, neither party shall be obligated to perform, and neither party shall be deemed to be in default of its performance, if

prevented by: (a) fire, earthquake, hurricane, wind, flood, act of God, riot, endemic, pandemic, or civil commotion occurring at the Facilities, as applicable or (b) any law, ordinance, rule, regulation, or order of any public or military authority stemming from the existence of health, safety, economic or energy controls, hostilities, war, or governmental law and regulation, or (c) labor dispute which results in a strike or work stoppage affecting the Facilities, as applicable or services described in this Agreement.

Section 13.2. Assignment. Neither party may assign this Agreement without the prior written consent of the other, which consent shall not be unreasonably withheld or delayed. Any purported assignment in contravention of this Section shall be void.

Section 13.3. [Reserved]

Section 13.4. Notices. All notices required or permitted to be given pursuant to this Agreement shall be in writing and delivered personally or sent by registered or certified mail, return receipt requested, or by generally recognized, prepaid, overnight air courier services, to the address and individual set forth below. All such notices to either party shall be deemed to have been provided when delivered, if delivered personally, three (3) days after mailed, if sent by registered or certified mail, or the next business day, if sent by generally recognized, prepaid, overnight air courier services.

If to Manager:

UCF ATHLETICS ASSOCIATION  
Chief Operating Officer  
c/o David Hansen  
P.O. Box 163555  
Orlando, FL 32816-3555

If to the Corporation:

University of Central Florida  
Administration and Finance  
Interim Vice President and Chief Operating Officer  
c/o Misty Shepherd  
4365 Andromeda Loop N.  
Millican Hall, Suite 384  
Orlando, Florida 32816

University of Central Florida  
Office of the General Counsel  
c/o Scott Cole, Esquire  
4365 Andromeda Loop N.

Millican Hall, Suite 360  
Orlando, Florida 32816

The designation of the individuals to be so notified and the addresses of such parties set forth above may be changed from time to time by written notice to the other party in the manner set forth above.

Section 13.5. Severability. If a court of competent jurisdiction or an arbitrator determines that any term of this Agreement is invalid or unenforceable to any extent under applicable law, the remainder of this Agreement (and the application of this Agreement to other circumstances) shall not be affected thereby, and each remaining term shall be valid and enforceable to the fullest extent permitted by law.

Section 13.6. Prior Agreements. This Agreement (including the exhibits and schedules referenced herein) incorporates and includes all prior negotiations, correspondence, conversations, agreements, and understandings concerning the subject matter hereof. Accordingly, the parties agree that no deviation from the terms hereof shall be predicated upon any prior representations, agreements or understandings, whether oral or written.

Section 13.7. Governing Law. The Agreement is entered into under and pursuant to, and is to be construed and enforceable in accordance with, the laws of the State of Florida, without regard to its conflict of laws principles.

Section 13.8. Amendments. Neither this Agreement nor any of its terms may be changed or modified, waived, or terminated (unless as otherwise provided hereunder) except by an instrument in writing signed by an authorized representative of the party against whom the enforcement of the change, waiver, or termination is sought.

Section 13.9. Waiver; Remedies. No failure or delay by a party hereto to insist on the strict performance of any term of this Agreement, or to exercise any right or remedy consequent to a breach thereof, shall constitute a waiver of any breach or any subsequent breach of such term. No waiver of any breach hereunder shall affect or alter the remaining terms of this Agreement, but each and every term of this Agreement shall continue in full force and effect with respect to any other then existing or subsequent breach thereof. The remedies provided in this Agreement are cumulative and not exclusive of the remedies provided by law or in equity.

Section 13.10. Relationship of Parties. Nothing contained in this Agreement shall be deemed to create, whether express or implied, a partnership, joint venture, employment, or agency relationship between the Corporation and Manager, except as otherwise expressly set forth in this Agreement.

Section 13.11. Counterparts. This Agreement may be executed in counterparts, each of which shall constitute an original, and all of which together shall constitute one and the same document. A facsimile copy of a signature to this Agreement shall be deemed and treated for purposes of execution to be as valid as an original signature hereto.

IN WITNESS WHEREOF, each party hereto has caused this Management and Use Agreement to be executed on behalf of such party by an authorized representative as of the date first set forth above.

**UCF CONVOCAATION CORPORATION**

**UCF ATHLETICS ASSOCIATION, INC.**

By: \_\_\_\_\_

By: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

**EXHIBIT A**  
**MANAGER'S DUTIES AT FACILITIES**

Manager's obligations at the Facilities shall include the following obligations:

(a) Develop an Operations Manual, which shall contain recommended terms with respect to the management and operation of the Facilities, including policies and procedures to be implemented in operating the Facilities. Such Operations Manual shall be subject to the approval of the Corporation, which approval shall not be unreasonably withheld, delayed or conditioned.

(b) Manage all aspects of the Facilities in accordance with the Operations Manual and the terms of this Agreement, including but not limited to managing purchasing, payroll, fire prevention, security, crowd control, routine repairs, preventative maintenance, janitorial services, promotions, advertising, energy conservation, security, box office, admission procedures, and general user services.

(c) Establish and adjust prices, rates and rate schedules for user, license, concessions, occupancy, and advertising agreements, and booking commitments.

(d) As agent for the Corporation, procure, negotiate, execute, administer and assure compliance with service contracts with respect to the Facilities, including without limitation contracts for ticketing, web development and maintenance, computer support services, FF&E purchasing services, engineering services, electricity, steam, gas, fuel, maintenance, telephone, staffing personnel including guards and ushers, extermination and other services which are deemed by Manager to be either necessary or useful in operating the Facilities.

(e) As agent for the Corporation, procure, negotiate, execute, administer and assure compliance with vendor, food and beverage concessions, catering and merchandising agreements, user/rental agreements, booking commitments, licenses, and all other contracts or agreements required in the ordinary course of business in operating the Facilities, provided that the rights granted in such agreements do not conflict with any third party contracts already in existence.

(f) Require that all material vendors and licensees of the Facilities execute vendor/license agreements containing standard indemnification and insurance obligations on the part of each such vendor/licensee and provide the Corporation with a copy of all such agreements within thirty (30) business days of their date of execution.

(g) Operate and maintain the Facilities, including the equipment utilized in connection with its operation and any improvements made during the term of this Agreement, in the condition received, normal wear and tear excepted.

(h) Hire or otherwise engage, pay, supervise, and direct all personnel Manager deems necessary for the operation of the Facilities in accordance with Article 4 of the Agreement, and Conduct staff planning, retention and training programs as determined to be necessary by Manager in its sole discretion.

(i) Maintain detailed, accurate and complete financial and other records of all its activities under this Agreement in accordance with generally accepted accounting principles, which records shall be made available to the Corporation or the University upon request, in accordance with Section 8.1 of the Agreement.

(j) Submit to the Corporation in a timely manner financial and other reports detailing Manager's activities in connection with the Facilities, as set forth in Section 8.2 of the Agreement.

(k) Prepare a proposed annual operating budget and submit such proposed budget to the Corporation, both in accordance with Article 5 of the Agreement.

(l) Pay all expenses relating to operation of the Facilities ("Operating Expenses") and other expenses incurred in connection with the operation, maintenance, supervision and management of the Facilities from the Operating Fund.

(m) If requested by the Corporation and at the Corporation's sole cost and expense, institute, defend, and settle in good faith any and all legal actions or proceedings concerning the operation of the Facilities, including without limitation actions or proceedings to collect charges, rentals or other income generated by the operation of the Facilities, or to cancel or terminate any agreement pertaining to the operation of the Facilities, pursuant to the terms thereof, for the breach or default thereunder by the other party.

(n) Secure (or assist the appropriate third party to secure, as applicable) all licenses and permits necessary for the operation and use of the Facilities, as applicable, for the specific events to be held therein, and for the general occupancy of the Facilities, including without limitation all necessary food and liquor licenses, and renewals thereof. The Corporation shall cooperate in this process to the extent reasonably required, and any costs associated with this process shall be an operating expense of the Facilities, payable by funds from the Operating Fund.

(o) Collect, deposit, and hold in escrow in the Event Account any ticket sale revenues which it receives in the contemplation of or arising from a basketball game or other event pending the completion of the event, as more fully described in Section 7.1 of the Agreement.

(p) Collect in a timely manner and deposit in the Operating Fund all Revenues (as defined in Section 7.2 of the Agreement).

(q) Subject to the Corporation making available sufficient funds in a timely manner, pay, with such funds, any and all governmental assessments, franchise fees, excises, license and permit fees, levies, charges and taxes, of every kind and nature whatsoever, which at any time during the Term may be assessed, levied, or imposed on, or become due and payable out of or in respect of, (i) activities conducted at the Facilities including without limitation the sale of concessions, the sale of tickets, and the performance of events (such as any applicable sales and/or admissions taxes, use taxes, excise taxes, occupancy taxes, employment taxes, and withholding taxes), or (ii) any payments received from any holders of a leasehold interest or license in or to the Facilities from any guests, or from any others using or occupying all or any part of the Facilities (collectively, "Taxes").



(r) Plan, prepare, implement, coordinate and supervise all public relations and other promotional programs for the Facilities.

(s) Manager shall document all major damage to, or loss in, inventory of the Facilities during the Term as soon as such damage or loss is discovered by Manager, and Manager shall promptly notify the Corporation of such damage or loss.

(t) Purchase, on behalf of Corporation with funds from the Operating Fund, and maintain during the Term all materials, tools, machinery, equipment and supplies necessary for the operation of the Facilities.

(u) As agent for the Corporation, manage risk management and Facilities insurance needs, as more fully described in Article 13 of the Agreement.

(v) Make and be responsible for all routine and minor repairs, maintenance, preventative maintenance, and equipment servicing. Manager shall be responsible for ensuring that all repairs, replacements, and maintenance shall be of first-class quality. Any replacement of an item in inventory, or any new item added to the inventory, which is paid for by the University or the Corporation, shall be deemed the property of the University or Corporation, as applicable.

(w) Manage and operate the ticketing and box-office services.

(x) Oversee event related parking operations in coordination with UCF Division of Parking Services and UCF Police Department.

(y) Cause such other acts and things to be done in and about the Facilities as determined by Manager in its reasonable discretion to be necessary for the operation, control, supervision, direction and maintenance of the Facilities, as applicable.

**EXHIBIT B**  
**ANNUAL OPERATING BUDGET**

## **EXHIBIT C INSURANCE**

At all times during this Agreement, Manager shall:

- (a) maintain commercial general liability insurance, including products and completed operations, bodily injury and property damage liability, contractual liability, independent contractors' liability and personal and advertising injury liability against claims occurring on, in, or about the Facilities, or otherwise arising under this Agreement;
- (b) maintain umbrella or excess liability insurance;
- (c) maintain commercial automobile liability insurance, including coverage for the operation of owned, leased, hired and non-owned vehicles;
- (d) maintain appropriate workers compensation and employer's liability insurance as shall be required by and be in conformance with the laws of the State of Florida; and
- (e) maintain professional liability insurance and self-insured employment practices liability coverage;

Such liability insurance shall be maintained in the following minimum amounts throughout the Term:

### **Commercial General Liability**

- \$1,000,000 per occurrence
- \$1,000,000 personal and advertising injury
- \$1,000,000 products-completed operations aggregate

### **Automobile Liability**

- \$1,000,000 per accident (PI and PD combined single limit)
- \$1,000,000 uninsured/underinsured motorist

### **Umbrella or Excess Liability**

- \$5,000,000 per occurrence and aggregate

### **Workers Compensation**

- Workers Compensation: Statutory
- Employer's Liability: \$100,000 each accident-bodily injury by accident
- \$500,000 policy limit-bodily injury by disease
- \$100,000 each employee-bodily injury by disease

### **Professional Liability/Errors & Omissions (Claims Made)**

- \$1,000,000 each occurrence/aggregate

- Policy is to include:  
Entity Coverage

UCF BOARD OF TRUSTEES

August 20, 2020

**Title:** First Amendment to Ground Lease Agreement by and between Knight's Crossing Student Housing, LLC And CaPFA Capital Corp. 2000f

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**Background:** Knight's Crossing Student Housing, LLC (the "Company") has been requested to amend the Ground Lease Agreement between the Company, as Lessor and CAPFA Capital Corp. 2000F, as Lessee, ("CAPFA Corp") dated December 1, 2000 (the "Existing Ground Lease") which ground leases the land under two student housing properties known as Knight's Circle and Pointe at Central.

The requested First Amendment to Ground Lease Agreement (the "First Amendment") accommodates CAPFA Corp's refunding the existing bonds secured, in part, by a mortgage on its leasehold interest in the land under the Existing Ground Lease and its interest in the improvements thereon; which refunding will be accomplished by the issuance of new refunding bonds which will likewise be so secured (the "Refinancing").

The First Amendment:

- Adjusts the definitions and other provisions in the Existing Ground Lease to take into account the Refinancing.
- Deletes references and provisions as to the Bond Insurer as there will be none in the Refinancing.
- Adjust the term of the Existing Ground Lease to have the 40 year term commence on the December 1, 2000 date of the refunded bonds not from the date of the refunding bonds.
- Modernizes the definition of "Eligible Subtenants" consistent with current practices at both properties.
- Confirms the provisions as to CAPFA Corp's maintenance of its existence and transfer of substantially all of its assets to the Refinancing provisions while maintaining the Company's right to acquire the leased land and improvements as originally provided.

Entering into the First Amendment is advantageous to the Company and the Foundation as additional rent will start immediately instead of in projected FY2029, there are significant interest savings from the existing coupon rate of 5.1%, there will be funding of a debt service reserve, there will be provision for a repair and replacement fund, and all of the foregoing will be without an extension of the Existing Ground Lease maximum term of 40 years from the date of the existing bonds.

**Issues to be Considered:**

Allowing the Foundation to begin receiving rental income under the terms of the Refinancing  
Adjusting the definition of Eligible Tenants

**Alternatives to Decision:**

Alternative is to not approve the First Amendment

**Fiscal Impact and Source of Funding:**

The estimated surplus flow to the Foundation is expected to start in March 2022 and is expected to be in the \$2m - \$4m range. This range could be negatively impacted if the properties incur significant additional operating costs related to COVID or other unanticipated expenses.

**Recommended Action:**

Recommend approval to the Executive Committee

**Authority for Board of Trustees Action:**

University of Central Florida Board of Trustees Policy Delegation of Authority to the President, Items Requiring Specific Approval of the Board Number 3  
Finance and Facilities Committee Charter 5.8  
Florida Statutes 1004.28

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

Reviewed by Jennifer Cerasa, Legal Counsel, UCF Foundation

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

Chair Martins has approved adding this item to the agenda.

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**Submitted by:**

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer  
Jennifer Cerasa, Legal Counsel, UCF Foundation

**Supporting Documentation:**

Attachment A: Summary of First Amendment to Ground Lease Agreement

**Facilitators/Presenters:**

Jennifer Cerasa, Legal Counsel, UCF Foundation

## Summary

<b>Purpose/Background</b>	On December 1, 2000 the University of Central Florida Foundation, Inc. (UCFF) entered into a ground lease agreement with Capital Projects Finance Authority (CaPFA) to finance and construct student housing projects, Knights Circle and The Pointe at Central. The purpose of this First Amendment is to update the terms to permit the refinance of the Student Housing Revenue Bonds, Series 2000F and the Series 2000G, together with the 2000F Bonds are referred to collectively, as the "Refunded Bonds"; which will provide interest cost savings and restore surplus revenue payments to UCFF starting in March of 2022.
<b>Parties</b>	Knight's Crossing Student Housing, L.L.C (Lessor) And CAPFA Capital Corporation. 2000F (Lessee)
<b>Term</b>	The original term remains the same, although this Amendment redefines the term of the existing Ground Lease by providing that the forty (40) year term commences on the December 1, 2000 date of the refunded bonds not from the date of the refunding bonds to avoid inadvertently extending the term.
<b>Obligations of UCF</b>	No changes.
<b>Obligations of other party</b>	No significant changes- Lessee's maintenance of its existence and transfer of substantially all its assets to the refinancing provisions while maintaining the company's right to acquire the leased land and improvements as originally provided.
<b>Financial terms</b>	First Amendment is advantageous to the Lessor and the Foundation as additional rent will start immediately instead of in projected FY2029, there are significant interest savings from the existing coupon rate of 5.1%, there will be funding of a debt service reserve, there will be provision for a repair and replacement fund, and all of the foregoing will be without an extension of the Ground Lease Term. Estimated annual benefit to Lessor is between Two Million and 000/100 Dollars (\$2M) – Four Million and 000/100 Dollars (\$4M).
<b>Termination rights</b>	No changes.
<b>Additional terms</b>	Updates definitions to new bond refinancing. Eligible Subtenants are redefined to remove categories of preferences for students. Occupancy is available to all students enrolled in an accredited university or college. Removes bond insurance requirements. Removes Lessor's right of early purchase of the property.

<b>Link to agreements</b>	<p>Ground Lease Agreement:  <a href="https://bot.ucf.edu/files/2020/07/Ground-Lease-between-Knights-Krossing-CAPFA.pdf">https://bot.ucf.edu/files/2020/07/Ground-Lease-between-Knights-Krossing-CAPFA.pdf</a></p> <p>First Amendment to Ground Lease Agreement:  <a href="https://bot.ucf.edu/files/2020/07/First-Amd-to-Ground-Sublease-01618647-6.pdf">https://bot.ucf.edu/files/2020/07/First-Amd-to-Ground-Sublease-01618647-6.pdf</a></p>
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**UCF BOARD OF TRUSTEES**

August 20, 2020

**Title:** Proposed University Regulation UCF-2.032 Textbook Adoption

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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:**

Regulation UCF-2.032 Textbook Adoption is proposed to conform to statutory changes adopted this year by the Board of Governors. Specifically, selections of textbooks and other instructional materials is a faculty responsibility but should be done using a cost-benefit analysis which is detailed in paragraph (2). Additionally, the adoption deadline has been changed from 50 days to 60 days prior to the first day of class for each term. New language has also been added to clarify that the university will consult with dual enrollment partner schools to help reduce the costs of textbooks and instructional materials for dual enrollment classes.

This regulation was posted online July 20, 2020, for public comment. Two comments were received, and some additional changes were made as a result. The regulation was reposted on July 22, 2020, and no additional comments have been received as of the date of submission of these materials.

**Alternatives to Decision:**

Do not approve University Regulation UCF-2.032 and propose alternative amendments.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve proposed University Regulation UCF-2.032.

**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:**

Chair Bill Yeargin has approved adding this item to the agenda.

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**Submitted by:**

Youndy Cook, Deputy General Counsel

**Supporting Documentation:**

Attachment A: Proposed Regulation UCF-2.032 (redline)

**Facilitators/Presenters:**

Youndy Cook, Deputy General Counsel



### UCF 2.032 Textbook Adoption

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

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

(2) Selection of course materials appropriate to effectively achieve student learning outcomes is a faculty responsibility and, as much as possible, those choices should enable students to obtain the highest-quality products at the lowest available price. Institutional initiatives for accomplishing this goal may include:

- (a) Purchasing digital textbooks in bulk;
- (b) Expanding the use of open-access textbooks and instructional materials;
- (c) Providing rental options for textbooks and instructional materials;
- (d) Increasing the availability and use of affordable digital textbooks and learning objects;
- (e) Developing mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials;
- (f) Determining the feasibility of extending the length of time that textbooks and instructional materials remain in use recognizing the variance in disciplinary demands and pace of currency changes;
- (g) Evaluating the cost savings for textbooks and instructional materials, which may be realized by opt-in provisions for the purchase of materials; and
- (h) The use of innovative pricing techniques and payment options for textbooks and instructional materials, which must include an opt-in provision for students and may be approved only if there is documented evidence that the options reduce the cost of the textbooks and instructional materials.

(3) UCF's internal tTextbook and instructional material adoption deadlines ~~for each term~~ shall be no later than ~~50-60~~ days prior to the first day of class for each term.

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

- (a) the intent to use all required items ordered, including each individual item sold as part of a bundled package; and,
- (b) the extent to which a new edition differs significantly and substantively from earlier versions, if such are available in sufficient quantities;~~;~~ and whether the significance warrants the adoption of a new edition; and whether or not an appropriate open-access textbook or instructional material option is available.

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

(6) Efforts to make required and recommended textbooks and instructional materials for each course offering available to students who cannot afford the cost of the textbooks will include the consideration of the extent to which an open-access textbook or instructional material may be available for students' use.

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

(87) Textbook or instructional material orders placed by the adoption deadline will be posted on the bookstore website at least 45 days prior to the first day of class for each term to meet the state deadline.

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

- (a) the International Standard Book Number (ISBN); or
- (b) other identifying information which shall include, at a minimum:
  - 1. title;
  - 2. all authors listed;

3. publishers;
4. edition number;
5. copyright date;
6. published date; and,
7. other relevant information necessary to identify the specific textbook or instructional materials required and recommended for each course.

(109) A request for an exception to the textbook adoption deadlines shall be submitted in writing to the Office of Academic Affairs ~~prior to the adoption deadline~~ and shall provide a reasonable justification for the exception. For courses and sections added to the course listing after the ~~50-45~~ day state textbook or instructional material adoption deadline, no exemption is required.

(11) The University shall consult with dual enrollment partner schools to identify best practices that may reduce the cost of dual enrollment course textbooks and instructional materials.

(1249) Requiring the use of a textbook or other instructional material written by the instructor of the course, by a relative of the instructor, or by a team of authors which includes the instructor where the author/instructor anticipates receiving royalties from books or materials purchased by students enrolled in her/his course is considered a conflict of interest. The author/instructor must report the use of his/her educational materials under these circumstances with the action taken to mitigate the conflict of interest created in the online Potential Outside Activity, Employment, and Conflict of Interest and Commitment Disclosure (AA-21). Mitigation actions include offering the materials to UCF students at reduced or no cost, or donating the royalties to a non-profit organization.

(1344) An employee of a state university may not demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to purchase a specific textbook or instructional material for coursework or instruction.

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

- (a) Sample copies, instructor copies, or instructional materials; these materials may not be sold for any type of compensation, especially if they are specifically marked as “free samples” or “not for resale;”
- (b) Royalties or other compensation from sales of textbooks or instructional materials that include the author/instructor’s own writing or work, subject to the limitations in paragraph (12) above;
- (c) Honoraria for academic peer review of course materials;
- (d) Fees associated with activities such as reviewing, critiquing, or preparing support materials for textbooks or instructional materials; and,
- (e) Training in the use of course materials and learning technologies.

*Authority: BOG Regulations 1.001 and 8.003. History: New 8-24-09. Amended 8-27-15, 7-5-16, \_\_\_\_\_-20.*

**UCF BOARD OF TRUSTEES**  
**August 20, 2020**

**Title: Revisions to Board Agenda Memoranda**

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**Background:**

The adoption of a standard format for a Committee and Board agenda memoranda was approved at the January 24, 2019 Board meeting. The essential components of the recommendation were that all decision points relative to an agenda item be specifically identified; all pro and con facts relative to each decision point be identified; that the specific source of funding and fiscal impact be included in the agenda item; any restrictions on the proposed funding source be identified; section titled Board's Authority for Action citing the statutes or university regulations that enables the Board to take action; and the committee chair or chair of the board must approve all agenda items before they are posted publicly.

Proposed revisions to the agenda memoranda template are attached for review and input. The new template provides:

- A framework to distinguish whether an information item (INFO) will come back to the Committee or Board for future action.
- The addition of a Purpose section which will include a requirement that staff document how the president's goals were strategically considered in the development of the agenda item.

After Executive Committee discussion, the Alternative to Decision section of the agenda memoranda, previously suggested to be removed, will remain on the agenda memoranda.

**Issues to be Considered:**

Consider if the proposed revisions effectively improve the current agenda memorandum to be more informative and provide better context to agenda items.

**Alternatives to Decision:**

Suggest additional revisions or not approve agenda revisions.

**Fiscal Impact and Source of Funding:**

N/A

**Recommended Action:**

Approve the suggested revisions.

**Authority for Board of Trustees Action:**

N/A

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

N/A

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

Chair Seay has approved adding this item to the agenda.

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**Submitted by:** Karen Monteleone, Assistant Vice President, Board Relations

**Supporting Documentation:** Attachment A – Revised Agenda Memo, August 2020

**Facilitators/Presenters:** Karen Monteleone

**UCF BOARD OF TRUSTEES****Agenda Item Summary**

{Committee name}

{Date}

**Title:** {Brief description of requested action by Committee or Board.}☐ **Information**☐ **Information for upcoming action**☐ **Action****Meeting Date for Upcoming Action:** \_\_\_\_\_**Purpose and Issues to be Considered:**

*{This section should include all issues to be decided by the Committee or the Board in arriving at a decision on the request being presented. All facts, pro and con, relative to each decision point should be identified in this section. This section should also include documentation of how the president's goals were strategically considered in the development of the agenda item.}*

**Background Information:**

*{This section should include the information that has occurred or has been previously addressed regarding the requested action that forms the basis for the recommendation that is coming to the Committee or the Board at this time.}*

**Recommended Action:**

*{This section should state the staff's recommendation with specificity.}*

**Alternatives to Decision:**

*{This section will identify any reasonable alternatives available to the decision being recommended other than a simple denial of the requested action.}*

**Fiscal Impact and Source of Funding:**

*{This section should identify the actual financial cost of the decision to the University, the specific funding source account and any restrictions on the proposed funding source.}*

**Authority for Board of Trustees Action:**

*{Cite the statute(s) or university regulation(s) that enables the board to take the proposed action.}*

**Contract Reviewed/Approved by General Counsel** ☐ N/A ☐

*{Indicate by checking the box above that the contract have been reviewed by General Counsel or check N/A if not applicable}*

**Committee Chair or Chair of the Board has approved adding this item to the agenda** ☐

*{Indicate by checking the box above that the Committee Chair or Chair of the Board has approved the agenda item before they are posted publicly}*

**Submitted by:**

*{List Senior Officer(s) that is sponsoring the proposed action.}*

**Supporting Documentation:**

*{Attach supporting documentation, noted as Attachment A, Attachment B and so on.}*

**Facilitators/Presenters:**

*{List facilitators and/or presenters responsible for moderating the discussion on meeting date.}*