



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Compensation and Labor Committee  
President's Boardroom, Millican Hall  
February 19, 2020, 3:00 – 4:30 p.m.  
Conference call in phone number 800-442-5794, passcode 463796**

**AGENDA**

**I. CALL TO ORDER**

John Sprouls  
*Chair,  
Compensation and Labor Committee*

**II. ROLL CALL**

Elizabeth Richner  
*Administrative Project Manager,  
Human Resources*

**III. MEETING MINUTES**

- [September 17, 2019, meeting minutes](#)

Chair Sprouls

**IV. NEW BUSINESS**

- Presidential Assessment Criteria ([CLC-1](#))
- Presidential Executive Compensation Analysis ([CLC-2](#))
- Termination of the Performance Unit Plan ([CLC-3](#))
- Performance Unit Plan Award 2015 – 2018 Discussion ([CLC-4](#))

Chair Sprouls  
Maureen Binder,  
*Associate Vice President,  
Chief Human Resources Officer*

Chair Sprouls  
Maureen Binder

Chair Sprouls  
Maureen Binder

Chair Sprouls  
Maureen Binder

**V. CLOSING COMMENTS**

Chair Sprouls



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Compensation and Labor Committee  
September 17, 2019**

**MINUTES**

**CALL TO ORDER**

Chair John Sprouls called the meeting to order at 8:31 a.m. The following committee members attended the meeting: Chair John Sprouls, Vice Chair John Lord, David Walsh, and board chair Beverly Seay.

**MEETING MINUTES**

The minutes of the April 17 and May 16, 2019, meetings were approved as submitted.

**NEW BUSINESS**

2018-2021 BOT-UFF Collective Bargaining Agreement (CLC-1). Committee Chair Sprouls introduced Sherry Andrews, Associate General Counsel and Associate Provost, who provided a summary of the Collective Bargaining Agreement with the United Faculty of Florida (UFF) and announced that the union membership had voted to ratify the agreement. After discussion, committee members unanimously recommended ratification of the Agreement.

Article 29: Wages of the Collective Bargaining Agreement with the Central Florida Police Benevolent Association (CLC-2). Chair Sprouls introduced Maureen Binder, Associate Vice President and Chief Human Resources Officer, who provided a summary of the reopened Article 29 of the Collective Bargaining Agreement with the Central Florida Police Benevolent Association (PBA) and announced that the union membership had voted to ratify the Article. After discussion, committee members unanimously recommended ratification of the Article.

**CLOSING COMMENTS**

Chair Sprouls adjourned the meeting at 8:54 a.m.

Reviewed by:

\_\_\_\_\_  
John Sprouls  
Chair  
Compensation and Labor Committee

\_\_\_\_\_  
Date

Submitted by:

\_\_\_\_\_  
Janet Owen  
Associate Corporate Secretary

\_\_\_\_\_  
Date

ITEM: CLC-1

**UCF BOARD OF TRUSTEES  
Compensation and Labor Committee  
February 19, 2020**

**Title: Presidential Assessment Criteria**

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**Background:**

The March 2013 Third Amended Presidential and Compensation Review Policy requires an annual review of the president's performance and compensation and delegates the responsibility for organizing and conducting the process to the Compensation and Labor Committee.

**Issues to be Considered:**

Whether to approve the proposed assessment criteria for the next president of UCF.

**Alternatives to Decision:**

Amend or reject the proposed assessment criteria.

**Fiscal Impact and Source of Funding:**

NA

**Recommended Action:**

Approve the proposed assessment criteria.

**Authority for Board of Trustees Action:**

Florida Board of Governors Regulation 1.001(5)(a)

**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.

**Submitted by:**

Maureen Binder, Associate Vice President and Chief HR Officer

**Supporting Documentation:**

**Attachment A:** Presidential Assessment Criteria

**Attachment B:** Leadership Statement (Presidential Profile)

**Facilitators/Presenters:**

Maureen Binder



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## Attachment A

### Draft Proposed Presidential Performance Assessment Criteria

Assessment Criteria	
<b>1. Personal Characteristics</b> <ul style="list-style-type: none"> <li>• A high level of integrity.</li> <li>• Resilient, able to learn from failures and move constantly forward.</li> <li>• Tolerant of risk and encourages creativity and innovation</li> </ul>	
<b>2. Strong Academic Leader/ Faculty Focus</b> <ul style="list-style-type: none"> <li>• An understanding and respect for the roles and responsibilities of the faculty.</li> <li>• Effective facilitator in cultures where governance is shared and buy-in is critical.</li> <li>• A strong personal and professional academic background.</li> </ul>	
<b>3. Student Focus</b> <ul style="list-style-type: none"> <li>• A sense of commitment to undergraduate education, as well as dedication to and understanding of graduate and professional education and research.</li> <li>• A respect and concern for students.</li> <li>• A commitment to student success in all areas of the collegiate experience.</li> </ul>	
<b>4. Proven Record of Diversity/ Inclusion</b> <ul style="list-style-type: none"> <li>• Commitment to inclusion and diversity.</li> <li>• Desire and ability to include access and inclusion.</li> </ul>	
<b>5. Partnerships/ External Relations</b> <ul style="list-style-type: none"> <li>• A demonstrated record of partnership and spirit of entrepreneurship.</li> <li>• The ability to work with a variety of government agencies.</li> </ul>	
<b>6. Administrative Leadership/ Judgement/ Decision Making</b> <ul style="list-style-type: none"> <li>• Anticipatory thinker.</li> <li>• A demonstrated record of building, nurturing, and working with a high-caliber leadership team.</li> <li>• A willingness to make strategic choices, timely decisions, and responsive actions.</li> <li>• Courageous decision maker, who embraces the responsibility to make tough calls.</li> </ul>	



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<b>7. Fundraising/ Use of Resources</b> <ul style="list-style-type: none"> <li>The ability to acquire resources from a variety of sources, including fundraising.</li> </ul>	
<b>8. Athletics Knowledge</b> <ul style="list-style-type: none"> <li>Appreciation for the significant role of intercollegiate athletics in the life of the university.</li> </ul>	
<b>9. Knowledge of Metropolitan Universities</b> <ul style="list-style-type: none"> <li>A keen understanding of the unique mission and the ability to lead a multistate metropolitan research university.</li> </ul>	

### Missing/Recommended Assessment Criteria

10. Visionary Leader

11. Relationship with the BOT

12. Financial Acumen



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**Final Comments.** Please provide us with any additional input you feel would be helpful in updating the presidential evaluation

## PRESIDENTIAL POSITION DESCRIPTION

## Attachment B

# LEADERSHIP STATEMENT

*Developed by the Board of Trustees, the following are expected demonstrated characteristics of UCF's next president:*

- A high level of integrity.
- Anticipatory thinker.
- A strong personal and professional academic background.
- A sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research.
- A respect and concern for students.
- Commitment to inclusion and diversity.
- A commitment to student success in all areas of the collegiate experience.
- An understanding and respect for the roles and responsibilities of the faculty.
- A demonstrated record of building, nurturing, and working with a high-caliber leadership team.
- A demonstrated record of partnership and spirit of entrepreneurship.
- Tolerant of risk and encourages creativity and innovation.
- A willingness to make strategic choices, timely decisions, and responsive actions.
- Courageous decision maker, who embraces the responsibility to make tough calls.
- The ability to acquire resources from a variety of sources, including fundraising.
- The ability to work with a variety of governmental agencies.
- A keen understanding of the unique mission and the ability to lead a multisite metropolitan research university.
- Desire and ability to include access and inclusion.
- Appreciation for the significant role of intercollegiate athletics in the life of the university.
- Effective facilitator in cultures where governance is shared and buy-in is critical.
- Resilient, able to learn from failures and move constantly forward.





ITEM: CLC-2

**UCF BOARD OF TRUSTEES**  
**Compensation and Labor Committee**  
**February 19, 2020**

**Title: Presidential Executive Compensation Analysis**

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**Background:**

The Florida Board of Governors requires that UCF's Presidential Search Committee conduct an executive compensation analysis to guide the Board of Trustees when negotiating an agreement with a new president.

The analysis provides the data foundation from which the UCF Board of Trustees will negotiate an agreement with the new president.

At the direction of the search committee chair, university administration selected Segal Consulting, an independent, third-party firm, to complete a study of the compensation of comparison, aspirational, and State University System presidents.

The presidential search committee unanimously approved the analysis at its meeting on February 12, 2020.

**Issues to be Considered:**

Whether to approve the presidential compensation analysis as part of the presidential search process, as required by the Florida Board of Governors.

**Alternatives to Decision:**

Amend or reject the presidential compensation analysis.

**Fiscal Impact and Source of Funding:**

NA

**Recommended Action:**

Approve the presidential compensation analysis and set the compensation range as the minimum to maximum total remuneration as defined in the analysis.

**Authority for Board of Trustees Action:**

Florida Board of Governors Regulation 1.002(1)(b)i.

**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 HR Officer

**Supporting Documentation:**

**Attachment A:** Presidential Executive Compensation Analysis

**Facilitators/Presenters:**

Maureen Binder

## Attachment A

University of Central Florida

# Presidential Market Compensation Assessment

February 12, 2020

# | Agenda

1. **Methodology and Executive Summary**
2. Market Assessment Results
3. Variable Compensation Alternatives
4. Appendix

# Introduction and Study Methodology

- The University of Central Florida (“UCF” or “the University”) engaged Segal (previously “Sibson Consulting”) to conduct a market compensation assessment to prepare for the contract negotiations for the new President
- Data was gathered from *The Chronicle of Higher Education* Executive Compensation database (“the Chronicle”) for Calendar Year 2018
- Data for the State University System of Florida (SUS) is also provided and reflects the 2018 – 2019 Presidential Compensation Survey (as of June 30, 2019) conducted by the System
- Market data was aged to July 1, 2020 using a 2.9% annual update factor for base salary, incentives, other compensation, and retirement and deferred compensation, and an 8% update factor for non-taxable benefits<sup>1</sup>

## Key Compensation Terms Presented

- **Total Cash Compensation (TCC):** Reflects the sum of base salary and bonus/incentive compensation
- **Total Remuneration (TR):** Reflects the sum of total cash compensation, other taxable compensation, retirement and deferred compensation, and nontaxable benefits
- **Percentile:** Reflects a competitive position within the group. A percentile is a measurement indicating the relative positioning within a group of observations. For example:
  - The 20th percentile is the value below which 20% of the observations may be found
  - If a value is at the 86th percentile, it is higher than 86% of the datapoints

<sup>1</sup> Source: Segal's *Annual Compensation Planning Survey* analyzing salary increase budgets by industry and job classification.

# Introduction and Study Methodology *continued*

## Data Sources and Definitions

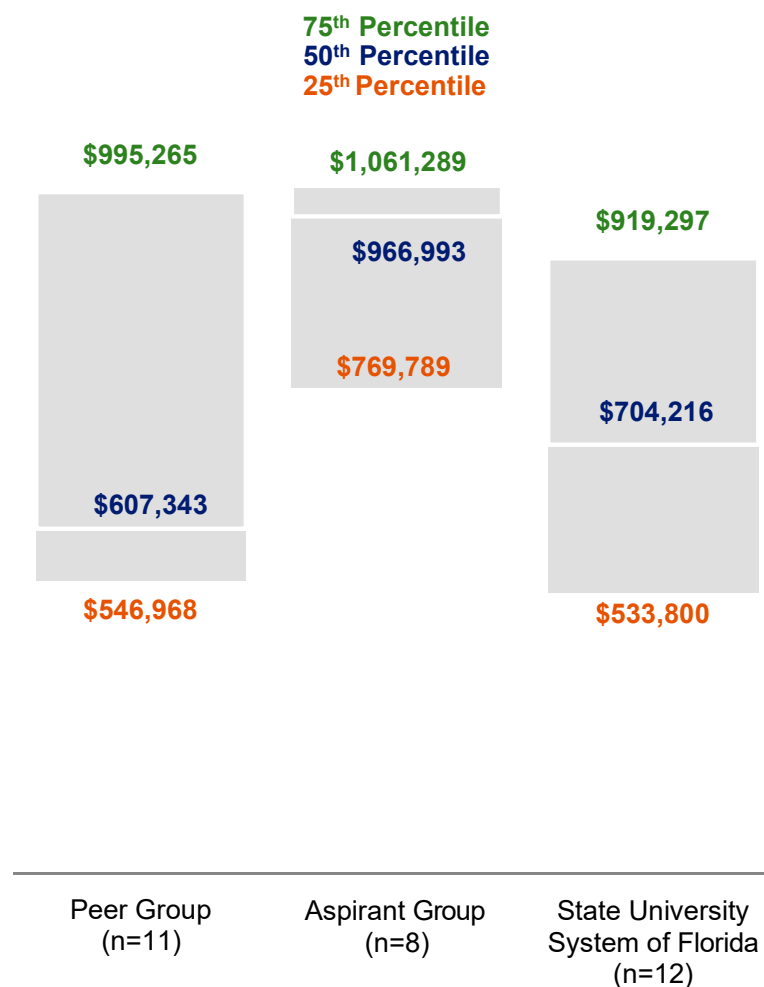
Compensation Component	Data Source: The Chronicle of Higher Education Compensation Database
Base Salary	Total base salary provided to the chief executive, including compensation from private university-related foundations
Bonus and Incentive Compensation	The value of all bonuses and incentive compensation paid out to the chief executive
Other Compensation (Taxable)	Miscellaneous pay and benefits, including, tax gross-ups (money an employer provides an employee for taxes paid on benefits), vacation leave cashed out, debt forgiveness, fellowships, employer-provided vehicles and parking, housing payments, travel, meals, moving expenses, entertainment, spending accounts, and club dues. May also include interest accrued on deferred compensation.
Retirement and Deferred Compensation	Payments made by the university on behalf of the chief executive to a retirement plan that is available to any university employee during the fiscal year. This can include 401(k) plans, state pension plans, and other retirement plans that are broadly available <i>plus</i> deferred compensation set aside in the fiscal year covered that is to be paid out in future years. This includes contributions to supplemental executive retirement plans and does not overlap with any compensation paid out in the reported year.
Nontaxable Benefits	Health and medical benefits, life insurance, housing provided by the employer, personal legal and financial services, dependent care, adoption assistance, tuition assistance, and cafeteria plans.

# Market Assessment Results

## Executive Summary

- **Total Remuneration:**<sup>1,2</sup> Median total remuneration for the comparison peers is ~\$607,000. The median for the aspirational peers is ~\$967,000, almost 60% higher. The median for SUS institutions is ~\$704,000
- **Bonus and Incentives:** Six comparison peers (55%) and three aspirational peers (38%) paid an incentive/bonus with an average value of ~\$81,000 and ~\$122,000, respectively. Bonus/incentives are significantly more prevalent at SUS institutions with all but three institutions paying an incentive/bonus with an average value of ~\$118,000
- **Retirement and Deferred Compensation:** Ten comparison peers (91%) and six aspirational peers (75%) provided a retirement benefit at an average value of ~\$41,000 and ~\$37,000 respectively. Seven comparison peers (64%) and six aspirational peers (75%) offered deferred compensation, at an average value of ~\$193,000 and ~\$143,000, respectively
- **Perquisites:** 73% of comparison peers provided a housing benefit and 82% provided an automobile benefit, either provided by the institution or as an annual allowance. 75% of aspirational peers provided housing and automobile benefits. Additional perquisites provided include health or social club dues, personal services, cellular phone allowances, and executive life insurance. This is generally consistent with the SUS institutional practices

## Total Remuneration<sup>1</sup>



<sup>1</sup> Total Remuneration reflects the sum of base salary, bonus and incentive compensation, other taxable compensation, retirement and deferred compensation, and nontaxable benefits.

<sup>2</sup> SUS compensation data reflects the sum of base salary, bonus, other cash compensation, annuity, housing allowance, and car allowance.

# Market Assessment Results

## *Executive Summary continued*

Criteria Evaluated	Comparison Peers (N=11)	Aspirational Peers (N=8)
<b>Base Salary</b>	<ul style="list-style-type: none"> <li>Median: \$500,191</li> <li>P25<sup>th</sup> – P75<sup>th</sup>: \$403,203 – \$607,709</li> <li>P25<sup>th</sup> – P75<sup>th</sup> Range Spread: 51%</li> </ul>	<ul style="list-style-type: none"> <li>Median: \$706,720</li> <li>P25<sup>th</sup> – P75<sup>th</sup>: \$634,885 – \$716,968</li> <li>P25<sup>th</sup> – P75<sup>th</sup> Range Spread: 13%</li> </ul>
<b>Bonus &amp; Incentive Compensation</b>	<ul style="list-style-type: none"> <li>Prevalence: 55%</li> <li>Average Value: \$81,269</li> <li>Payout Range: \$25,312 to \$208,763</li> </ul>	<ul style="list-style-type: none"> <li>Prevalence: 38%</li> <li>Average Value: \$121,778</li> <li>Payout Range: \$52,191 to \$208,763</li> </ul>
<b>Retirement &amp; Deferred Compensation</b>	<ul style="list-style-type: none"> <li>Retirement Prevalence: 91%</li> <li>Average Value: \$40,799 per year (retirement only)</li> <li>Deferred Compensation: 64% offer deferred compensation—average value of \$192,924</li> </ul>	<ul style="list-style-type: none"> <li>Retirement Prevalence: 75%</li> <li>Average Value: \$36,978 per year (retirement only)</li> <li>Deferred Compensation: 75% offer deferred compensation—average value of \$143,210</li> </ul>
<b>Perquisites</b>	<ul style="list-style-type: none"> <li>Housing: 73% (either provided by the institution or an allowance)</li> <li>Automobile: 82% (either provided by the institution or an allowance)</li> <li>Other perquisites offered by both groups include personal services, health or social club membership, cellular phone allowances, and executive life insurance</li> </ul>	<ul style="list-style-type: none"> <li>Housing: 75% (either provided by the institution or an allowance)</li> <li>Automobile: 75% (either provided by the institution or an allowance)</li> </ul>
<b>Pay Mix</b>	<ul style="list-style-type: none"> <li>76% cash<sup>1</sup> / 24% non-cash</li> </ul>	<ul style="list-style-type: none"> <li>79% cash<sup>1</sup> / 21% non-cash</li> </ul>
<b>Total Remuneration<sup>2</sup></b>	<ul style="list-style-type: none"> <li>Median: \$607,343</li> <li>P25<sup>th</sup> – P75<sup>th</sup>: \$546,968 – \$995,265</li> <li>P25<sup>th</sup> – P75<sup>th</sup> Range Spread: 82%</li> <li>Three institutions have total remuneration above \$1,000,000</li> </ul>	<ul style="list-style-type: none"> <li>Median: \$966,993</li> <li>P25<sup>th</sup> – P75<sup>th</sup>: \$769,789 – \$1,061,289</li> <li>P25<sup>th</sup> – P75<sup>th</sup> Range Spread: 38%</li> <li>Two institution have total remuneration above \$1,000,000</li> </ul>

<sup>1</sup> Reflects the sum of base salary and bonus and incentive compensation.

<sup>2</sup> Total Remuneration reflects the sum of base salary, bonus and incentive compensation, other taxable compensation, retirement and deferred compensation, and nontaxable benefits.

# | Agenda

1. Methodology and Executive Summary
- 2. Market Assessment Results**
3. Variable Compensation Alternatives
4. Appendix



# Introduction to Market Assessment

**The following pages presents the market results including the following analyses:**

- 1. Total Remuneration Summary:** Market levels for all components of pay. Includes medians as well as other percentiles
- 2. Pay Mix:** Mix of cash and non-cash compensation in the market
- 3. Total Remuneration and Total Expenses Regression:** A regression showing the strength of the relationship between a President's total remuneration and the institution's total expenses. Since total expenses are a reflection of the institution's size and complexity, it often shows a relationship to compensation among the comparison group

# Market Assessment Summary

## Comparison and Aspirational Peers

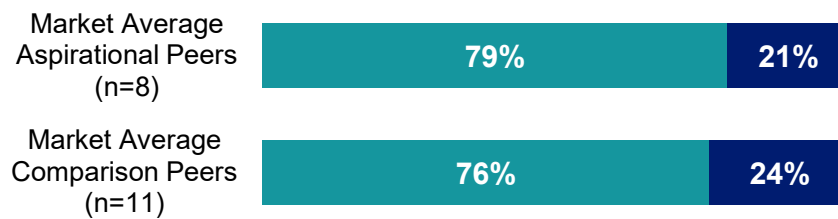
### Total Remuneration Summary

		Base Salary	Bonus & Incentive Compensation	Total Cash Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits	Total Remuneration
Comparison Peers (N=11)	25 <sup>th</sup> Percentile	\$403,203	\$0	\$424,684	\$0	\$34,938	\$10,207	\$546,968
	Median	500,191	25,312	531,562	4,699	122,882	12,279	607,343
	75 <sup>th</sup> Percentile	607,709	61,265	646,559	21,631	208,898	21,667	995,265
	90 <sup>th</sup> Percentile	640,680	99,694	673,861	107,618	323,020	27,186	1,180,307
Aspirational Peers (N=8)	25 <sup>th</sup> Percentile	634,885	0	656,725	\$0	57,218	6,498	769,789
	Median	706,720	0	717,318	1,534	113,990	10,132	966,993
	75 <sup>th</sup> Percentile	716,968	65,238	787,040	20,047	208,054	15,121	1,061,289
	90 <sup>th</sup> Percentile	777,814	135,696	932,199	189,515	254,184	18,532	1,305,580

### Pay Mix

#### Cash vs Non-Cash

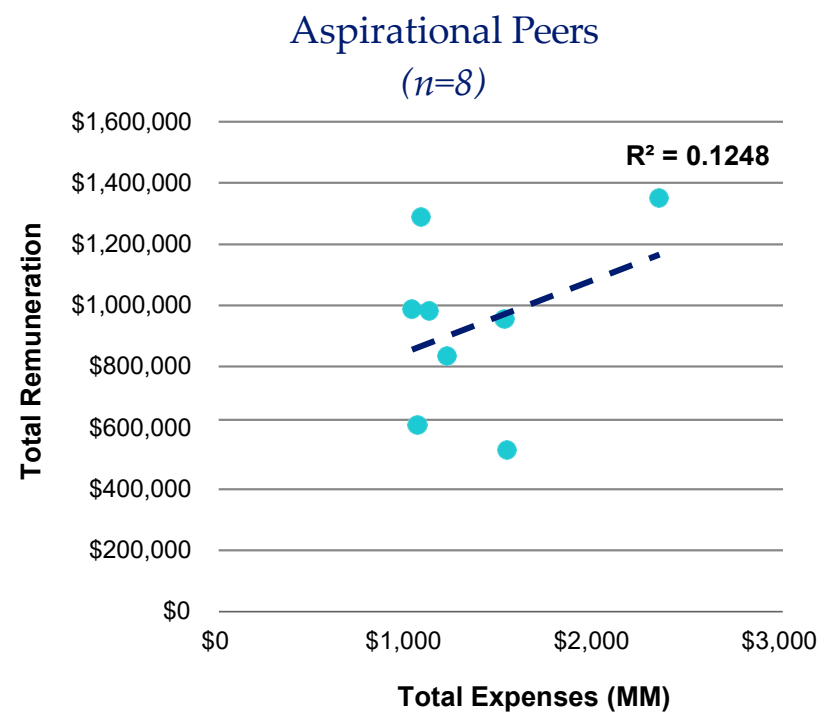
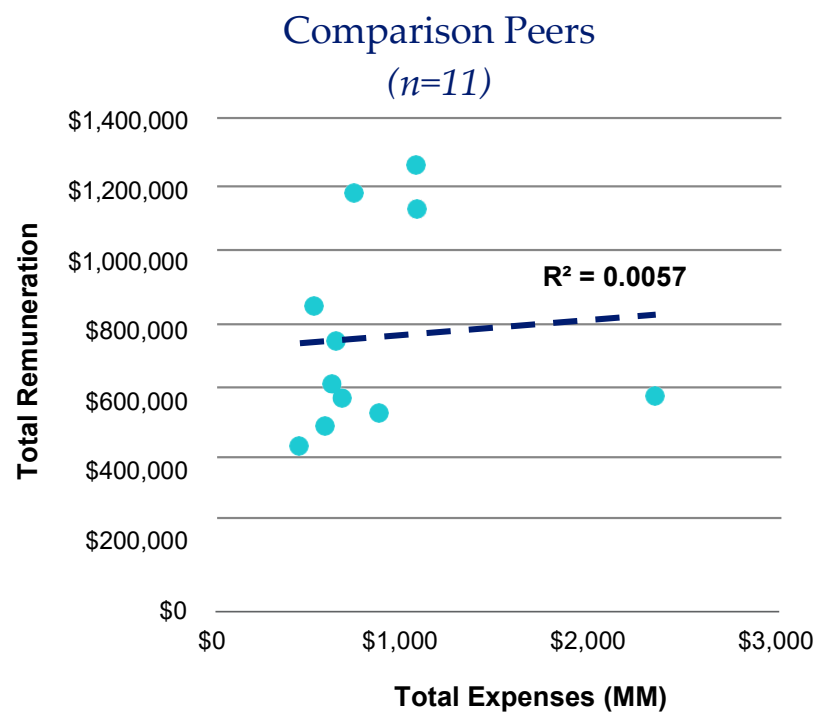
■ Cash Compensation ■ Non-Cash Compensation



# Market Assessment Summary *continued*

## *Comparison and Aspirational Peers*

### Total Remuneration and Total Expenses Regression



# Market Compensation Details

## Comparison Peers

### Total Remuneration Details (n=11)

Institution Name	Incumbent Name <sup>1</sup>	Market Data						
		Base Salary	Bonus & Incentive Compensation	Total Cash Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits	Total Remuneration
Georgia State University	Mark P. Becker	\$621,124	\$0	\$621,124	\$0	\$548,430	\$10,753	\$1,180,307
Kent State University	Beverly J. Warren	500,191	99,694	599,885	18,789	122,882	9,099	750,655
Portland State University	Rahmat Shoureshi	640,680	31,314	671,995	128,151	34,446	17,442	852,033
San Diego State University	Adela Irene de la Torre	332,443	0	332,443	0	143,688	11,060	487,191
University of Akron	Matthew J. Wilson	385,573	0	385,573	0	35,430	9,660	430,664
University of Delaware	Dennis Assanis	420,832	42,963	463,795	4,699	31,310	25,893	525,697
University of Houston	Renu Khator	825,604	208,763	1,034,366	1,211	232,253	8,386	1,276,216
University of New Mexico	Garnett Stokes	347,938	0	347,938	24,474	185,543	16,169	574,124
University of North Carolina—Charlotte	Philip L. Dubois	484,462	0	484,462	18,632	77,063	27,186	607,343
University of Texas—Arlington	Vistasp Karbhari	506,250	25,312	531,562	0	24,399	12,279	568,240
Virginia Commonwealth University	Michael Rao	594,294	79,567	673,861	107,618	323,020	33,997	1,138,496
Comparison Peers (n=11)	25 <sup>th</sup> Percentile	403,203	0	424,684	0	34,938	10,207	546,968
	Median	500,191	25,312	531,562	4,699	122,882	12,279	607,343
	75 <sup>th</sup> Percentile	607,709	61,265	646,559	21,631	208,898	21,667	995,265
	90 <sup>th</sup> Percentile	640,680	99,694	673,861	107,618	323,020	27,186	1,180,307

<sup>1</sup> Reflects the incumbent at the time of data collection in *The Chronicle of Higher Education* survey.

# Market Compensation Details

## *Aspirational Peers*

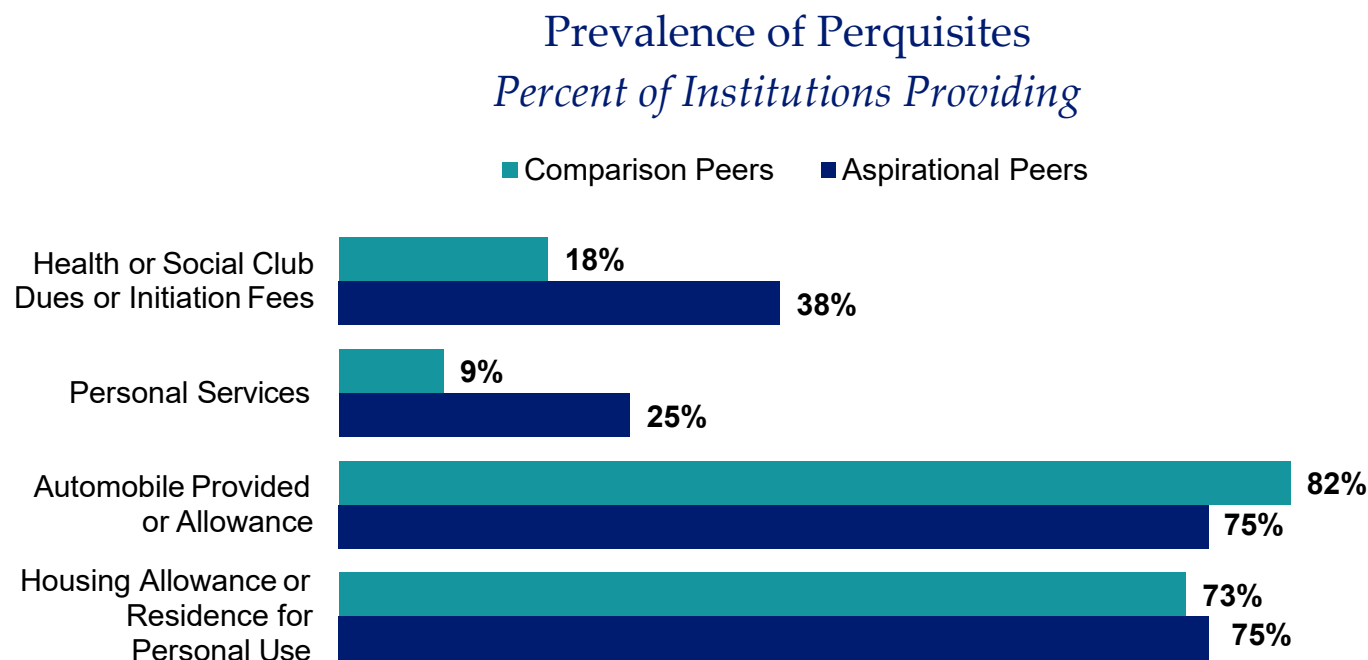
### Total Remuneration Details (n=8)

Institution Name	Incumbent Name <sup>1</sup>	Market Data						
		Base Salary	Bonus & Incentive Compensation	Total Cash Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits	Total Remuneration
Arizona State University	Michael M. Crow	\$716,618	\$0	\$716,618	\$476,787	\$149,735	\$5,775	\$1,348,915
Auburn University	Steven Leath	714,190	0	714,190	0	262,676	9,183	986,049
North Carolina State University	W. Randolph Woodson	685,071	208,763	893,833	4,597	49,172	6,739	954,341
Oregon State University	Edward J. Ray	718,019	0	718,019	0	250,545	11,081	979,644
University of Cincinnati	Neville Pinto	699,251	52,191	751,442	0	59,900	20,616	831,958
University of Colorado at Boulder	Philip DiStefano	450,492	0	450,492	0	36,962	14,281	501,736
University of Nebraska at Lincoln	Ronnie D. Green	484,330	0	484,330	3,069	78,244	17,639	583,282
University of South Carolina at Columbia	Harris Pastides	917,336	104,381	1,021,717	66,398	193,891	5,002	1,287,008
Aspirational Peers (n=8)	25 <sup>th</sup> Percentile	634,885	0	656,725	0	57,218	6,498	769,789
	Median	706,720	0	717,318	1,534	113,990	10,132	966,993
	75 <sup>th</sup> Percentile	716,968	65,238	787,040	20,047	208,054	15,121	1,061,289
	90 <sup>th</sup> Percentile	777,814	135,696	932,199	189,515	254,184	18,532	1,305,580

<sup>1</sup> Reflects the incumbent at the time of data collection in *The Chronicle of Higher Education* survey.

# Perquisite Prevalence

## *Comparison and Aspirational Peers*



The perquisites reported above only include categories reported by *The Chronicle of Higher Education*. The value of these and other benefits and perquisites (both taxable and non-taxable) is reported by the *Chronicle*, and is included as part of Total Remuneration in this report

# Market Compensation Details

## State University System of Florida (SUS)

### State University System of Florida 2018-19 Presidential Compensation Survey (As of June 30, 2019)

Institution Name	President	Total Salary <sup>1</sup>	Bonus <sup>2</sup>	Total Other <sup>3</sup>	Annuity <sup>4</sup>	Housing Allowance <sup>5</sup>	Car <sup>6</sup>	Total Compensation
Florida A&M University	Larry Robinson	\$419,650	\$57,750	\$0	\$0	\$42,000	\$14,400	\$533,800
Florida Atlantic University	John William Kelly	483,065	142,500	5,901	72,750	Provided by University	Yes	704,216
Florida Gulf Coast University	Michael V. Martin	348,659	100,000	1,985	0	49,808	Yes	500,452
Florida International University	Mark B. Rosenberg	502,579	100,000	99,620	0	Provided by University	11,500	713,699
Florida Polytechnic University	Randy Avent	626,344	53,016	0	55,000	0	10,200	744,560
Florida State University	Thrasher, John	595,159	300,000	149,257	0	Provided by University	10,800	1,055,216
New College of Florida	Donal B. O'Shea	305,000	25,000	0	53,375	40,000	5,000	428,375
University of Central Florida <sup>7</sup>	Alan Dale Whittaker	354,839	0	630,917	66,904	Provided by University	Yes	1,052,660
University of Central Florida <sup>8</sup>	Thaddeus Seymour Jr.	190,368	0	306	0	0	0	190,674
University of Florida	W. Kent Fuchs	899,087	35,963	324,090	0	Provided by University	0	1,259,140
University of North Florida	David Szymanski	405,000	0	7,527	81,000	45,000	24,000	562,527
University of South Florida <sup>9</sup>	Judy Genshaft	505,837	295,500	4,936	101,168	0	11,856	919,297
University of West Florida	Martha Saunders	373,228	70,218	1,950	58,584	24,000	14,000	541,980
<b>25<sup>th</sup> Percentile</b>		<b>354,839</b>	<b>25,000</b>	<b>306</b>	<b>0</b>	<b>\$0</b>	<b>6,300</b>	<b>533,800</b>
<b>50<sup>th</sup> Percentile</b>		<b>419,650</b>	<b>57,750</b>	<b>4,936</b>	<b>53,375</b>	<b>32,000</b>	<b>11,150</b>	<b>704,216</b>
<b>75<sup>th</sup> Percentile</b>		<b>505,837</b>	<b>100,000</b>	<b>99,620</b>	<b>66,904</b>	<b>42,750</b>	<b>13,464</b>	<b>919,297</b>
<b>90<sup>th</sup> Percentile</b>		<b>620,107</b>	<b>264,900</b>	<b>289,123</b>	<b>79,350</b>	<b>46,442</b>	<b>15,360</b>	<b>1,054,705</b>

<sup>1</sup> Annual contract salary, including salary increases for the specified year, paid from State funds plus the annual salary supplement, if any, paid from non-State funds.

<sup>2</sup> Actual amount of any bonuses provided during the fiscal year.

<sup>3</sup> Amount of annual State contract compensation, if any, for items other than salary and housing (exclude fringe benefits) plus annual amount of all other compensation, if any, provided from non-State sources.

<sup>4</sup> Annual amount contributed, if any, to an annuity.

<sup>5</sup> Annual amount, if any, for housing allowance provided from other than State sources.

<sup>6</sup> If funds are provided for a car, the annual amount provided.

<sup>7</sup> Contract ended on 02/27/19.

<sup>8</sup> Contract began 02/21/19.

<sup>9</sup> New President Steven Currall's compensation is as follows: base salary of \$575,000, bonus up to \$275,000, 20% (\$115,000) in deferred compensation, \$12,000 automobile allowance, \$84,000 housing allowance, and a one-time relocation payment of \$100,000. Total remuneration, excluding relocation, equals \$1,061,000. See Appendix for details.

# | Agenda

1. Methodology and Executive Summary
2. Market Assessment Results
3. **Variable Compensation Alternatives**
4. Appendix



# Introduction to Variable Compensation Vehicles

- In higher education, short-term (i.e., annual) incentive plans are more common than long-term incentive plans; deferred compensation is common but can be limited by vehicles and statutory requirements
- UCF would like to include a variable compensation vehicle in the new President's contract, with the following key objectives:
  1. Ensure market competitiveness
  2. Incent performance
  3. Support retention to promote institutional stability
- The following three vehicles can be utilized in combination in a prospective contract to accomplish the abovegoals

○ No alignment    ◐ Some alignment    ● Significant alignment

Option	Market Competitiveness	Performance	Retention	Description
<b>Performance-Based Annual Incentive</b>	◐	●	◐	<ul style="list-style-type: none"> <li>• Promotes short-term performance and focus (i.e., one-year performance period)</li> <li>• Most common performance vehicle in higher education for Presidents</li> <li>• Typically paid out immediately but may require future vesting<sup>1</sup></li> </ul>
<b>Performance-Based Long-Term Incentive</b>	◐	●	◐	<ul style="list-style-type: none"> <li>• Promotes long-term performance and focus (i.e., five-year performance period)</li> <li>• Supports retention but with risk element</li> <li>• No immediate cash award</li> </ul>
<b>Completion of Contract/Retention Award</b>	●	○	●	<ul style="list-style-type: none"> <li>• Strictly a retention mechanism</li> <li>• Can pay out annually (with increasing awards) or pay at completion of contract</li> </ul>

The risk and reward relationship in how the above vehicles can be used in the Presidential contract will inform the pay opportunities (i.e., risk equals greater upside and vice versa).

<sup>1</sup> May require future service-based vesting to incent retention (e.g., earn 50% immediately and defer 50% to end of contract).

# Illustrative Straw Models

- The following page illustrates possible payouts over the course of a 5-year contract under three variable compensation plan alternatives, or scenarios
- While each scenario has the same target opportunity, each illustrates a difference balance, or ratio, between risk and reward
- The table below shows the pay opportunity under target performance; for modeling purposes, we assume the following payouts based on performance (applicable to annual and long-term incentives only)
  - Below Threshold Performance: 0% of target
  - Threshold Performance: 50% of target
  - Target Performance: 100% of target
  - Maximum Performance: 150% of target

## Variable Opportunity at Target

<b>Payout at Target</b>	<b>Scenario 1:</b> <i>Annual Incentive + Long-Term Incentive</i>	<b>Scenario 2:</b> <i>Annual Incentive + Long-Term Incentive + Completion of Contract</i>	<b>Scenario 3:</b> <i>Annual Incentive + Completion of Contract</i>
Annual Incentive (total over 5 years)	\$750,000	\$750,000	\$750,000
Long-Term Incentive	\$500,000	\$250,000	N/A
Completion of Contract	N/A	\$250,000	\$500,000
<b>Total Opportunity<sup>1</sup></b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>

<sup>1</sup> President may also receive an additional bonus award of \$250,000 for achieving pre-eminence during contract term.

# Illustrative Variable Compensation Comparison

## Illustrative 5-Year Variable Compensation Comparison



You can vary the design elements as needed to attain the appropriate balance between performance and retention, risk and reward.

# | Agenda

1. Methodology and Executive Summary
2. Market Assessment Results
3. Variable Compensation Alternatives
4. **Appendix**
  - **Comparison Group List**
  - **Pay Mix Details**
  - **Perquisite Prevalence Details**
  - **USF Contract Details**
  - **Illustrative Variable Compensation Comparison Payout Details**

## Appendix 1

# Institutions Included in Market Assessment

Comparison Peer Group	Aspirational Peer Group	State University System of Florida (SUS)
<ul style="list-style-type: none"> <li>• Georgia State University</li> <li>• Kent State University</li> <li>• Portland State University</li> <li>• San Diego State University</li> <li>• University of Akron</li> <li>• University of Delaware</li> <li>• University of Houston</li> <li>• University of New Mexico</li> <li>• University of North Carolina at Charlotte</li> <li>• University of Texas at Arlington</li> <li>• Virginia Commonwealth University</li> </ul>	<ul style="list-style-type: none"> <li>• Arizona State University</li> <li>• Auburn University</li> <li>• North Carolina State University</li> <li>• Oregon State University</li> <li>• University of Cincinnati</li> <li>• University of Colorado at Boulder</li> <li>• University of Nebraska at Lincoln</li> <li>• University of South Carolina at Columbia</li> </ul>	<ul style="list-style-type: none"> <li>• Florida Agricultural and Mechanical University</li> <li>• Florida Atlantic University<sup>1</sup></li> <li>• Florida Gulf Coast University</li> <li>• Florida International University<sup>1</sup></li> <li>• Florida Polytechnic University</li> <li>• Florida State University</li> <li>• New College of Florida</li> <li>• University of Central Florida</li> <li>• University of Florida</li> <li>• University of North Florida</li> <li>• University of South Florida<sup>1</sup></li> <li>• University of West Florida</li> </ul>

<sup>1</sup> These SUS institutions are also part of the Comparison Peer Group but are being reported along with the other SUS institutions as the data sources, and thus compensation components, differ.

## Appendix 2

## Pay Mix Details: Cash vs. Non-Cash Compensation

Institution	Cash Compensation		Non-Cash Compensation		
	Base Salary	Bonus & Incentive Compensation	Other Compensation	Retirement & Deferred Compensation	Non-Taxable Benefits
<b>Comparison Peers<sup>1</sup></b>					
Georgia State University	53%	0%	0%	46%	1%
Kent State University	67%	13%	3%	16%	1%
Portland State University	75%	4%	15%	4%	2%
San Diego State University	68%	0%	0%	29%	2%
University of Akron	90%	0%	0%	8%	2%
University of Delaware	80%	8%	1%	6%	5%
University of Houston	65%	16%	0%	18%	1%
University of New Mexico	61%	0%	4%	32%	3%
University of North Carolina at Charlotte	80%	0%	3%	13%	4%
University of Texas at Arlington	89%	4%	0%	4%	2%
Virginia Commonwealth University	52%	7%	9%	28%	3%
<b>Comparison Peers Average (n=11)</b>	<b>71%</b>	<b>5%</b>	<b>3%</b>	<b>19%</b>	<b>2%</b>
<b>Aspirational Peers<sup>1</sup></b>					
Arizona State University	53%	0%	35%	11%	0%
Auburn University	72%	0%	0%	27%	1%
North Carolina State University	72%	22%	0%	5%	1%
Oregon State University	73%	0%	0%	26%	1%
University of Cincinnati	84%	6%	0%	7%	2%
University of Colorado at Boulder	90%	0%	0%	7%	3%
University of Nebraska at Lincoln	83%	0%	1%	13%	3%
University of South Carolina at Columbia	71%	8%	5%	15%	0%
<b>Aspirational Peers Average (n=8)</b>	<b>75%</b>	<b>5%</b>	<b>5%</b>	<b>14%</b>	<b>1%</b>

<sup>1</sup> Data may not add up to 100% due to rounding.

# Appendix 3

## Perquisite Prevalence Details

Institution	Housing Allowance or Residence for Personal Use	Automobile Provided or Allowance	Personal Services	Health or Social Club Dues or Initiation Fees
<b>Comparison Peers<sup>1</sup></b>				
Georgia State University	✓	✓		
Kent State University	✓	✓		
Portland State University	✓	✓		
San Diego State University		✓		
University of Akron				
University of Delaware	✓	✓		
University of Houston	✓	✓		
University of New Mexico	✓	✓	✓	✓
University of North Carolina at Charlotte	✓	✓		✓
University of Texas at Arlington				
Virginia Commonwealth University	✓	✓		
<b>Comparison Peers Perquisite Prevalence (n=11)</b>	<b>73%</b>	<b>82%</b>	<b>9%</b>	<b>18%</b>
<b>Aspirational Peer<sup>1</sup></b>				
Arizona State University	✓	✓	✓	✓
Auburn University	✓	✓		
North Carolina State University		✓		
Oregon State University	✓	✓	✓	✓
University of Cincinnati	✓	✓		
University of Colorado at Boulder	✓			
University of Nebraska at Lincoln				
University of South Carolina at Columbia	✓	✓		✓
<b>Aspirational Peers Perquisite Prevalence (n=8)</b>	<b>75%</b>	<b>75%</b>	<b>25%</b>	<b>38%</b>

<sup>1</sup> Perquisite prevalence was gathered from *The Chronicle of Higher Education* Executive Compensation database.

## Appendix 4

# New Presidential Contract Terms – *University of South Florida*<sup>1</sup>

Contract Terms	University of South Florida
<b>Name</b>	Dr. Steven Currall
<b>Effective Date</b>	March 2019
<b>Employment Commences On</b>	07/01/19
<b>Term</b>	5 years
<b>Base Salary</b>	\$575,000
<b>Annual Incentive Compensation</b>	Up to \$275,000 annually; 70% of award based on performance with respect to goals and objectives, 30% within sole discretion of Board Chair
<b>Retirement and Deferred Compensation</b>	20% of base salary annually contributed to a deferred compensation plan; to be payable at end of initial contract terms, involuntary termination without cause, or death/permanent disability while in office
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• All standard executive service benefits</li> <li>• Lifsey House or other comparable facility to carry out duties, including use of the facility for official University functions, meetings with faculty, staff, students, and community leaders and for official entertainment</li> <li>• \$12,000 annual automobile allowance, including insurance in an amount not to be less than current property and casualty insurance package limits</li> <li>• \$84,000 annual housing allowance or occupancy of Lifsey House (after renovations)</li> <li>• Reasonable expenses to attend University-related events, educational conferences, conventions, courses, seminars, and other similar professional growth activities, including membership in professional organizations and other organizations that would further the interests of the University</li> <li>• Reasonable University-related entertainment and travel expenses, including travel for the President's spouse or partner where attendance of same is in the best interests of the University</li> <li>• Cost of annual dues and membership fees for mutually agreed to private club memberships that will facilitate the performance of President's duties</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• One-time relocation allowance of \$100,000</li> <li>• Tenured faculty appointment as Professor in the Muma College of Business; eligible to participate in instructional activities if invited, no additional compensation</li> <li>• At end of Presidential appointment (other than for-cause termination, death, or disability), entitled to 12-month professional development leave at then-current base salary and benefits; ceases if he accepts another appointment outside the University</li> <li>• At conclusion of professional development, can continue employment as tenured professor at then-salary adjusted for 9-month term, then further adjusted to be commensurate with average of two highest-paid faculty in his College; may also be eligible for administrative assignment</li> </ul>

<sup>1</sup> Reflects publicly available contract.



Appendix 5

# Illustrative Variable Compensation Comparison Payout Details

## Illustrative 5-Year Variable Compensation Comparison



Performance Level	Scenario 1			Scenario 2				Scenario 3		
	Annual Incentive	Long-Term Incentive	Total	Annual Incentive	Long-Term Incentive	Completion of Contract	Total	Annual Incentive	Completion of Contract	Total
Below Threshold	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000	\$0	\$600,000	\$600,000
Threshold	\$250,000	\$250,000	\$500,000	\$250,000	\$100,000	\$300,000	\$650,000	\$200,000	\$600,000	\$800,000
Target	\$500,000	\$500,000	\$1,000,000	\$500,000	\$200,000	\$300,000	\$1,000,000	\$400,000	\$600,000	\$1,000,000
Maximum	\$750,000	\$750,000	\$1,500,000	\$750,000	\$300,000	\$300,000	\$1,350,000	\$600,000	\$600,000	\$1,200,000

ITEM: CLC-3

**UCF BOARD OF TRUSTEES  
Compensation and Labor Committee  
February 19, 2020**

**Title: Termination of the Performance Unit Plan**

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**Background:**

The University of Central Florida Board of Trustees approved the Performance Unit Plan for President and Other Senior Officers (PUP or Plan) on May 24, 2007, and revised the Plan on February 20, 2013, stating that the Board may at any time terminate, withdraw, or amend the Plan.

**Issues to be Considered:**

Whether or not to terminate the Performance Unit Plan.

**Alternatives to Decision:**

Continue or amend the Performance Unit Plan.

**Fiscal Impact and Source of Funding:**

Termination of PUP payments has an estimated projected cost savings value of between \$178,000 and \$376,000 annually based on five year average.

**Recommended Action:**

Terminate the Performance Unit Plan.

**Authority for Board of Trustees Action:**

Florida Board of Governors Regulation 1.001(5)(a)

**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.

**Submitted by:**

Maureen Binder, Associate Vice President and Chief HR Officer

**Supporting Documentation:**

**Attachment A:** 2013 – 18 PUP Historical Data Attainment & Payouts

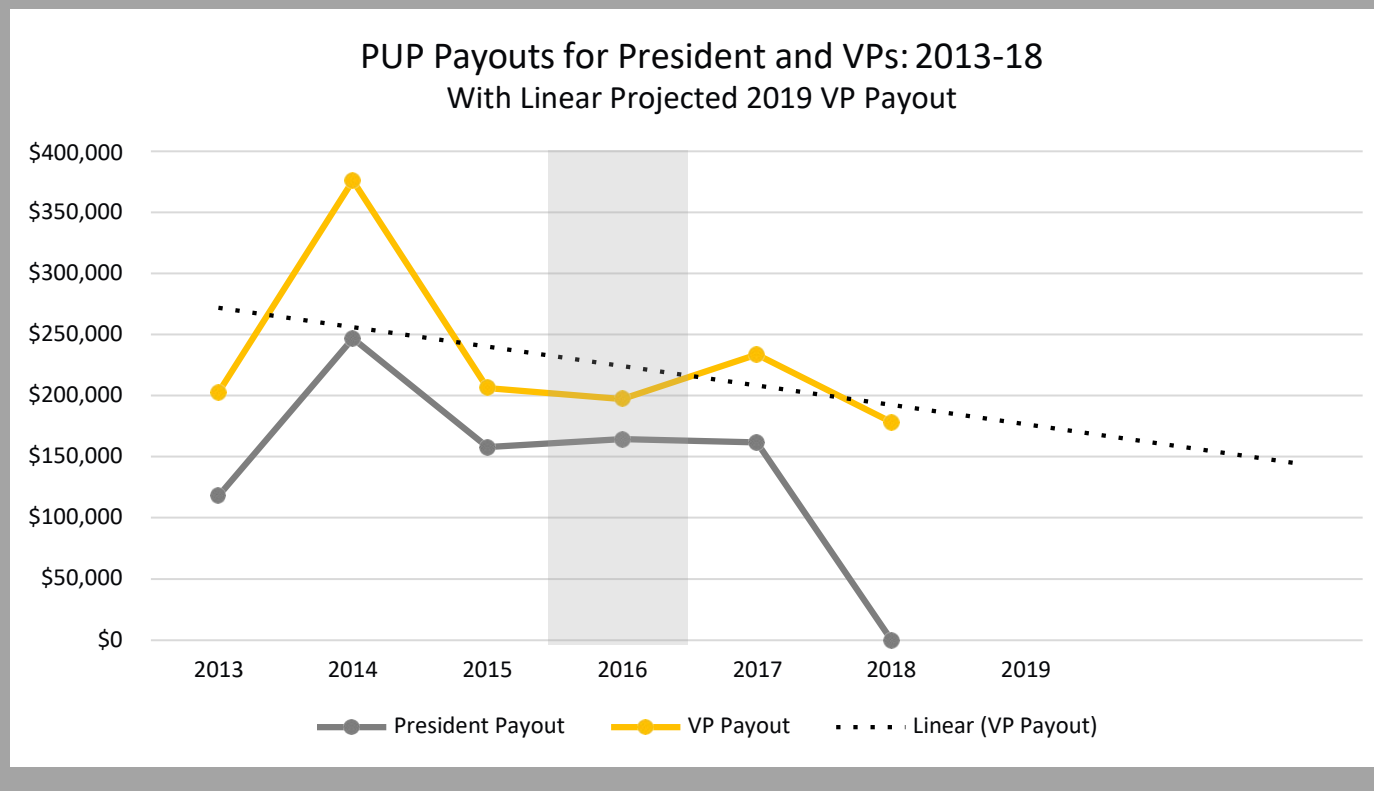
**Facilitators/Presenters:**

Maureen Binder

# 2013-18 PUP History: Plan Attainment & Payouts

Attachment A

	2013	2014	2015	2016	2017	2018	Average
<b>Percent Attainment</b>	53.59%	102.93%	64.50%	64.50%	61.50%	48.04%	65.84%
<b>President Payout</b>	\$117,898	\$247,032	\$158,025	\$164,475	\$161,745	\$0	\$141,529
<b>VP Payout</b>	\$202,380	\$375,932	\$206,214	\$197,237	\$233,792	\$178,241	\$232,299
<b>Total Payout</b>	\$320,278	\$622,964	\$364,239	\$361,712	\$395,537	\$178,241	\$373,829



ITEM: CLC-4

**UCF BOARD OF TRUSTEES**  
**Compensation and Labor Committee**  
**February 19, 2020**

**Title: Performance Unit Plan Incentive Awards for the 2015-18**

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**Background:**

On May 24, 2007, the University of Central Florida Board of Trustees approved the Performance Unit Plan. The plan document, revised in 2013, states that the decision of the board regarding university performance during any performance period shall be final, and that payment value of the Performance Units shall be adjusted to reflect the actual University performance during the Performance Period, within lower and upper limits established by the Board at the time of the Award. Moreover, the plan document authorized the board to reduce, modify, suspend or eliminate incentive awards for any Performance Periods, when in the discretion of the Board, prudence deems such action appropriate.

**Issues to be Considered:**

Whether or not to eliminate the incentive awards for the 2015-18 Performance Unit Plan cycle.

**Alternatives to Decision:**

Approve, reduce, modify, or suspend award payments for the 2015-18 Performance Unit Plan cycle.

**Fiscal Impact and Source of Funding:**

Elimination of the incentive award for the 2015-18 Performance Unit Plan cycle has a projected cost savings value of \$178,241.

**Recommended Action:**

Eliminate the incentive awards for the 2015-18 based upon a finding of "Adverse Financial Conditions" as defined in the plan.

**Authority for Board of Trustees Action:**

Florida Board of Governors Regulation 1.001(5)(a)

**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 HR Officer

**Supporting Documentation:**

**Attachment A:** 2015 – 2018 Performance Incentive Measures, Goals, and Actual Performance

**Attachment B:** 2015 – 2018 Performance Unit Plan Payments

**Facilitators/Presenters:**

Maureen Binder

Attachment A

2015-18 Performance Incentive Measures, Goals, and Actual Performance

Calculation of Measurement Earned Percentage was prepared by auditor

Objective/Performance Measure	Weight	Performance Goals			Actual Performance				% Earned	% Weighted	
		Minimum 25%	Target 100%	Maximum 150%	Year 1	Year 2	Year 3	Final Data			
Quality of Education											
Six-year graduation rates -FTIC	22%	69.7%*	70.2%*	70.7%	70.6% 2009 cohort	69.0% 2010 cohort	70.0% 2011 cohort	69.9% average over 2009, 2010, 2011 cohorts	37%	8.14%	
One-year retention rates -FTIC students	12%	88.5%	89%*	89.5%*	89.1% 2014 cohort	88.8% 2015 cohort	89.6% 2016 cohort	89.2% average over 2014, 2015, 2016cohorts	120%	14.40%	
Four-year graduation rates AA transfer summer and fall full-time students	22%	73.2%	73.7%	74.2%	72.0% 2011 cohort	72.3% 2012 cohort	73.7% 2013 cohort	72.7% average over 2010, 2011, 2012 cohorts	0%	0.00%	
External Support											
Research grants: Average per tenured and tenure-track faculty member FTE	17%	\$135,000 per FTE	\$140,000 per FTE	\$145,000 per FTE	\$144,310 932.0 FTE 2015-16	\$140,808 1002.7 FTE 2016-17	\$174,338 1040.7 FTE 2017-18	\$153,152 average over 2016, 2017,2018	150%	25.50%	
Total philanthropy for the three year period to the UCFF andUCF athletics program without Courtelis or state matchingfunds. Includes planned gifts, gifts-in-kind, and pledges.	17%	\$150,000,000	\$165,000,000	\$180,000,000	\$543,752,162 FY 2015-16	\$50,228,090 2016-17	\$51,893,093 2017-18	\$145,873,345 total over 2015-18	0%	0.00%	
BOG Performance Funding Benchmarks											
Maintain UCF's performance and standing as a top tier SUS institution. Average of final performance funding rankings.	10%	Top 4 Alone	Top 3 Tied	Top 3 Alone	Top 1 Tied 2016	Top 5 2017	Top 7 2018	4.3 average over 2016, 2017, 2018	0%	0.00%	
Total	100%										48.04%

\* Note: Since final data was between performance goals, an average was calculate for percentage earned.

## Attachment B

### Calculation of Payouts [prepared by auditor]

Percent Earned: 48.04% [1]

### 2015-18 Performance Unit Plan Payments

Name	Position	Target Units 2015-18	Payments Due
German, Deborah	VP and Dean, Health Affairs	780	\$ 37,471
Soileau, MJ [2]	former VP, Research and Commercialization	420	\$ 7,444
Morsberger, Mike	VP, Development and Alumni Relations	600	\$ 28,824
Hartman, Joel	VP, IT&R	420	\$ 20,177
Cole, Scott	VP and General Counsel	390	\$ 18,736
Heston, Grant	VP, Communications and Marketing	320	\$ 15,373
Holsenbeck, Daniel [3]	former Senior VP, University Relations	340	\$ 16,110
Ehasz, Maribeth	VP, Student Development and Enrollment Services	350	\$ 16,814
Schell, Rick [4]	former VP and Executive Chief of Staff, Office of the President	320	\$ 15,373
Donegan, Helen [5]	former VP Emerita, Community Relations	250	\$ 1,919
Total		4190	\$ 178,241

[1] Amount owed for 2015-18 is 48.04% of each participant's target units times \$100.

	<u># days earned</u>	<u># days not earned</u>	<u>% earned</u>
[2] Soileau stepped down from VP position on 8/8/16; he worked in a PUP-eligible position for 404 of 1095 days in the 2015-18 cycle	404	691	36.9%
[3] Holsenbeck stepped down from VP position on 6/15/18; he worked in a PUP-eligible position for 1080 of 1095 days in the 2015-18 cycle	1080	15	98.6%
[4] Schell stepped down from VP position on 6/30/18; he worked in a PUP-eligible position for 1095 of 1095 days in the 2015-18 cycle	1095	0	100.0%
[5] Donegan retired on 10/1/13 and was rehired on 4/11/14; she worked in a PUP-eligible position for 175 of 1095 days worked in the 2015-18 cycle.	175	920	16.0%