



Compensation and Labor Committee Meeting

Aug 12, 2020 3:30 PM - 4:30 PM EDT

Table of Contents

I. Agenda.....	2
II. Minutes of the April 21, 2020 meeting.....	3
III. Reports.....	5
A. INFO-1 FY21 Compensation and Labor Committee Annual Plan.....	5
IV. New Business.....	9
A. CLC-1 Compensation and Labor Committee Charter Amendments.....	9
B. CLC-2 President's FY21 Goals.....	19



**Board of Trustees
Compensation and Labor Committee
Virtual Meeting
August 12, 2020, 3:30-4:30 p.m.
(Or Upon Adjournment of previous meeting)**

Livestream:

<https://ucf.webex.com/ucf/onstage/g.php?MTID=e37caf896f11f0a652de3d842eca9db4b>

Conference call number: 1-408-418-93882, access code: 132 703 2351#

AGENDA

- | | |
|---|--|
| 1. Call to order | John Sprouls, <i>Chair, Compensation and Labor Committee</i> |
| 2. Roll Call | Elizabeth Richner, <i>Administrative Project Manager, Human Resources</i> |
| 3. Minutes of the April 21, 2020 meeting | Chair Sprouls |
| 4. Reports | Chair Sprouls |
| INFO-1 | FY21 Compensation and Labor Committee Annual Plan
<i>Chair Sprouls</i> |
| 5. New Business | Chair Sprouls |
| CLC-1 | Compensation and Labor Committee Charter Amendments
<i>Maureen Binder, Associate Vice President and Chief Human Resources Officer</i> |
| CLC-2 | President's FY21 Goals
<i>Chair Sprouls</i>
<i>President Cartwright</i> |
| 6. Adjournment | Chair Sprouls |



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Compensation and Labor Committee
April 21, 2020**

MINUTES

CALL TO ORDER

Chair John Sprouls called the meeting to order at 1:02 p.m. The following committee members attended the meeting: Chair John Sprouls, Vice Chair Michael Okaty, Ken Bradley, Joseph Conte and board chair Beverly Seay.

MEETING MINUTES

The minutes of the February 19, 2020, meetings were unanimously approved as submitted.

NEW BUSINESS

Article 3: UFF Privileges, Article 17: Leaves, Article 18: Inventions and Works, and Article 23: Salaries of the Collective Bargaining Agreement with the United Faculty of Florida (CLC-1). Committee Chair Sprouls introduced Sherry Andrews, Associate General Counsel and Associate Provost, who presented an overview of the substantive changes in Articles 3, 17, 18, and 23 of the Collective Bargaining Agreement. Andrews advised that all four articles were ratified by UFF on April 20, 2020. After questions and discussion, Trustee Conte motioned to approve CLC-1 and Trustee Bradley seconded. Committee members voted unanimously to move CLC-1 forward.

Termination of Performance Unit Plan Incentive Awards (CLC-2). Committee Chair Sprouls introduced Maureen Binder, Associate Vice President and Chief Human Resources Officer. Chair Sprouls reminded the committee that the board voted to terminate the Performance Unit Plan and the payout for the 2015-18 period at the February 20, 2020, meeting. Binder summarized the recommendation to close out the entire plan by terminating the remaining awards. Vice Chair Okaty motioned to approve CLC-2 and Trustee Bradley seconded. Committee members then voted unanimously to move CLC-2 forward.

UCF Health/ College of Medicine Compensation Plan (CLC-3). Committee Chair Sprouls introduced Dr. Deborah German, Vice President for Health Affairs and Dean, College of Medicine, who introduced the item and provided a brief overview of the proposed Compensation Plan for the College of Medicine. Dr. German introduced Danny Cavallo, Associate Vice President for Financial Affairs, College of Medicine, who provided additional detail and presented an executive summary of the plan. After questions and discussion, Trustee Conte motioned to approve CLC-3 and Trustee Bradley seconded. Committee members then voted unanimously to move CLC-3 forward.

Compensation and Labor Committee Charter (INFO-1). Committee Chair Sprouls again introduced Maureen Binder, Associate Vice President and Chief Human Resources Officer, who discussed the Compensation and Labor Committee Charter. Maureen advised that the charter had not been revised since 2013 and requested that committee members review and suggest changes to the Board Office for discussion at the next meeting.

CLOSING COMMENTS

Vice Chair Michael Okaty adjourned the meeting at 1:58 p.m.

Reviewed by:

John Sprouls
Chair
Compensation and Labor Committee

Date

Submitted by:

Janet Owen
Associate Corporate Secretary

Date

UCF BOARD OF TRUSTEES
Compensation and Labor Committee
August 12, 2020

Title: FY21 Compensation and Labor Committee Annual Plan

Background:

In response to trustee feedback, the Board Office, in coordination with the President's Office and committee staff, have drafted a template for all committees to use in developing plans for strategic discussions, informational presentations, and actionable items that come before the committees on an annual basis. The draft template was presented to all committee chairs for their input and direction on strategic discussions to address in FY21.

Chair Sprouls will present the Compensation and Labor Committee's Annual Plan and open the floor for discussion and committee input.

Issues to be Considered:

If members of the committee have additional input for agenda items to be added to the annual plan.

Alternatives to Decision:

This item is being provided for information only.

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 Sprouls has approved adding this item to the agenda.

Submitted by:

Scott Cole, Vice President and General Counsel

Maureen Binder, Associate Vice President and Chief Human Resources Officer

Supporting Documentation:

Attachment A: FY21 Compensation and Labor Committee Annual Plan

Facilitators/Presenters:

John Sprouls, Chair, Compensation and Labor Committee



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees Compensation and Labor Committee Annual Plan

Fiscal Year 2021 (July 1, 2020 – June 30, 2021)

Last Updated: July 24, 2020

Mission Statement:

The University of Central Florida is a public multi-campus, metropolitan research university that stands for opportunity. The university anchors the Central Florida city-state in meeting its economic, cultural, intellectual, environmental and societal needs by providing high-quality, broad based education and experienced-based learning; pioneering scholarship and impactful research; enriched student development and leadership growth; and highly relevant continuing education and public service initiatives that address pressing local, state, national, and international issues in support of the global community.

Charter Summary:

Purpose: The general purpose of the **Compensation and Labor Committee** is to 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; review and approve discretionary compensation plans and deferred compensation plans, if any, for senior executives of the university; and oversee the collective bargaining responsibilities of the board.

Minimum Number of meetings: Charter last amended: September 26, 2013

Minimum Number of members: 3 Next charter review: August 12, 2020

2020-2021 Committee Priorities:

Align actions with approved goals: Ensure university actions align with the president's strategic goals approved by the Board of Trustees.

Attachment A

Types of Agenda Items:

Currently, agenda items fall into three categories: Discussion, Information, and Motion.

Discussion: These items may include a specific theme that carries through several meetings. The chair develops these items with committee staff and presentations are structured to engage the Committee in strategic discussion.

Information: These items are brought before the Committee to educate, but also to engage the committee members in discussion that will set the background for a future action. Except for extenuating circumstances, the Committee should never be asked to act on a decision with significant fiscal or reputational impact without prior discussion as a full body.

Motion (Action): These items require committee approval as required by federal or state laws, external standards, Board of Governors' Regulations, Board policies, and/or university regulations. These items require a motion and a vote, but approval is never assumed. Staff bring recommendations to the Committee, but the approval lies within the Committee's decision-making authority.

Attachment A

Compensation and Labor Committee Annual Plan Detail – FY21

Committee Meeting Date	Item Type	Agenda Item	Lead(s)
August 12, 2020	Information	FY21 Compensation and Labor Committee Annual Plan	Sprouls
	Motion	Compensation and Labor Committee Charter Amendments	Sprouls Binder Cole
	Motion	President's FY21 Goals	Sprouls Cartwright
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
October 14, 2020	Motion	Article 23 of the Collective Bargaining Agreement	Andrews
	Motion	Florida Police Benevolent Association Collective Bargaining Agreement	Binder
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
November 19, 2020			
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
February 10, 2021	Discussion	Mid-Year Annual Plan Assessment	Sprouls
	Motion	AFCSME Collective Bargaining Agreement	Binder
	Discussion	Incentive Compensation Plan	Binder
	Motion	United Faculty of Florida (UFF) Collective Bargaining Agreement	Andrews
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
April 14, 2021			
Committee Meeting Date	Item Type	Agenda Item	Lead(s)
June 16, 2021	Discussion	End-of-Year Annual Plan Assessment	Sprouls
	Motion	President's FY22 Goals	Sprouls Cartwright

UCF BOARD OF TRUSTEES
Compensation and Labor Committee
August 12, 2020

Title: Compensation and Labor Committee Charter Amendments

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 Compensation and Labor Committee 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.

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

Attachment A



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.

Attachment A

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~~

Attachment B



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
Compensation and Labor Committee
August 12, 2020

Title: President's FY21 Goals

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.

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

Attachment A

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

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.
- Increase institutional resources that are dedicated to the work of diversity, equity, and inclusion across campus.

Presidential Goals 2020-2021

- 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.