



May 26, 2022 UCF Board of Trustees Meeting

Board of Trustees

UCF Live Oak Center | 4115 Pyxis Ln, Orlando, FL 32816

May 26, 2022 9:00 AM - 1:30 PM EDT

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5 THINGS TO KNOW

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



1 Cyber Champions

Eleven students from UCF's Collegiate Cybersecurity Competition Team won the National Collegiate Cyber Defense Competition Championship — marking the team's fifth title at the contest in the last 10 years. The team's success demonstrates the university is the nation's premier institution of cybersecurity talent.



2 Road Hazards

UCF College of Engineering and Computer Science Professor Haitham Al-Deek and postdoctoral researcher **Adrian Sandt '14 '18PhD** are being honored by the Transportation Research Board Freeway Operations Committee for their work on wrong-way driving. Over the past decade they have won nine best-paper awards for their work in the field, and their new paper focuses on identifying factors on Central Florida toll road exit ramps that increase wrong-way driving frequency.



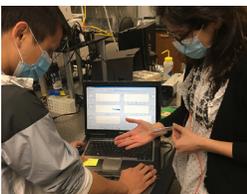
3 An Empowering Partnership

The Helios Education Foundation has partnered with UCF to launch the UCF Downtown Scholars Initiative this summer. With a combined investment of \$3.25 million, the initiative will provide pre-collegiate programming and support services for high school seniors from three Orlando high schools who plan to attend UCF — aiming to make their transition to the university more successful and increase retention.



4 AI Advancements

UCF researchers are developing new devices that will allow artificial intelligence (AI) to work from anywhere — including remote regions and space — without connecting to the internet. The technology has the potential to advance natural language processing programs, like Siri or Alexa, and even make robots and rovers in space autonomous.



5 Real-time Results

When it comes to surgery, every second counts — especially for infants and other young patients. This is why UCF optics and medical researchers have developed a real-time blood monitor for critical operations. Current blood analysis tests take up to 30 minutes. This innovation, which completed a successful clinical trial, provides instant results by using an extremely small optical fiber.



**Board of Trustees Meeting
May 26, 2022
Live Oak Event Center
9:00 a.m. – 1:30 p.m.**

Livestream: <https://youtu.be/aFqS6eJ6Aqo>

**REVISED
AGENDA**

1. Call to Order and Welcome Alex Martins, *Chair, UCF Board of Trustees*

2. Roll Call Karen Monteleone, *Assistant Vice President, Board Relations*

3. Public Comment Karen Monteleone

4. Minutes of the February 23, 2022 meeting; March 17, 2022, April 21, 2022 and April 26, 2022 workshops; and March 17, 2022 and April 26, 2022 special meetings Chair Martins

5. Remarks (*45 minutes*) Chair Martins

President's Update
Alexander N. Cartwright, *President*

6. New Business (*90 minutes*)

BOT – 1 Unleashing Potential: Becoming the University for the Future | 2022-2027 Strategic Plan
President Cartwright

BOT – 2 Memorandums of Understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF) and the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA)
Michael Johnson, Provost and Executive Vice President, Youndy Cook, Vice President and General Counsel, Maureen M. Binder, Associate Vice President, and Chief HR Officer, Charles H. Reilly, Associate Provost

7. Lunch (*50 minutes*)



Board of Trustees

Meeting Agenda

- | | |
|--------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| 8. Committee Reports (<i>40 minutes</i>) | Chair Martins |
| Academic Excellence and Student Success | Chair Seay |
| Audit and Compliance | Chair Christy |
| Budget and Finance | Chair Mills |
| BUD – 1 | Proposed 2022-23 University Operating Budget |
| BUD – 2 | Proposed 2022-23 University Spending Authority |
| BUD – 3 | UCF Convocation Series 2018A Bond Interest Rate Reduction |
| Facilities and Infrastructure | Chair McAlpin |
| FAC –1 | Five-Year Capital Improvement Plan FY23-24 through FY27-28 |
| Governance | Chair Okaty |
| Strategic Partnerships and Advancement | Chair Conte |
| 9. Consent Agenda | Chair Martins |
| AES – 1 | Conferral of Degrees (<i>Seay</i>) |
| AES – 2 | 2022 UCF Tenure Recommendations (<i>Seay</i>) |
| AES – 3 | Tenure with Hire (<i>Seay</i>) |
| BUD – 4 | Proposed 2022-23 Direct Support Organization/Related Entity Operating Budgets (<i>Mills</i>) |
| BUD – 5 | Renewal of Reducing Revolving Line of Credit – Fifth Third Bank (<i>Mills</i>) |
| BUD – 6 | UCF Stadium Corporation Release of Unrestricted Surplus for Fiscal Year Ending June 30, 2023 (<i>Mills</i>) |
| BUD – 7 | UCF Convocation Corporation and Spectra Management Agreement Renewal (<i>Mills</i>) |
| FAC – 2 | Campus Master Plan Minor Amendment – Football Campus (<i>McAlpin</i>) |



Board of Trustees

Meeting Agenda

FAC – 3	Football Campus – Design Approval (<i>McAlpin</i>)
GOV – 1	Amendments to Bylaws for UCF Academic Health, Inc., UCF Athletics Association, Inc., UCF Convocation Corporation, UCF Finance Corporation, and UCF Stadium Corporation (<i>Okaty</i>)
GOV – 2	Appointment of Board Members to UCF Athletics Association, UCF Convocation Corporation, UCF Foundation, and Limbitless Solutions, Inc. Board of Directors (<i>Okaty</i>)
GOV – 3	Approval of Amendments to the University of Central Florida Bonus Plan (<i>Okaty</i>)
GOV – 4	Amendments to University Regulations UCF-2.003 Admission of Graduate Students and UCF-5.017 Appeals of Graduate Program Actions or Decisions (<i>Okaty</i>)
GOV – 5	Amendments to Chapter 5 University Regulations (<i>Okaty</i>)
GOV – 6	Amendments to University Regulations UCF-6.007 Traffic/Parking Regulation and Enforcement and UCF-6.008 Vehicle Registration Fees; Parking Violation Fines (<i>Okaty</i>)
10. Announcements	
June 29 – 30, 2022	Board of Governors Meeting (<i>University of Central Florida</i>)
August 5 – 6, 2022	UCF Commencement Ceremonies (<i>Addition Financial Arena</i>)
August 18, 2022	Board of Trustees Meeting (<i>FAIRWINDS Alumni Center</i>)
11. Adjournment	Chair Martins

Minutes

Board of Trustees Meeting
University of Central Florida
February 23, 2022

Chair Alex Martins called the Board of Trustees Meeting to order at 9:00 a.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting in person: Chair Alex Martins and Trustees Tiffany Altizer, Jeff Condello, Joseph Conte, Danny Gaekwad, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

Trustee Bill Christy attended virtually. Vice Chair Harold Mills was not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

Martins called for approval of the meeting minutes of the November 18, 2021 and December 2, 2021 board meetings and the December 2, 2021 board retreat. Altizer moved to approve the minutes with McAlpin providing the second. The motion passed.

REMARKS

Martins highlighted topics from the November Board of Governors (BOG) meeting:

INFO-1 Board of Governors' Civil Discourse Final Report 2022

Martins said the report had a total of seven recommendations, including the annual endorsement of the Board's Statement of Free Expression, and a recommendation for the Board's thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Statement of Free Expression, the principles of free speech and civil discourse, and compliance with Florida Statutes. He said given the depth of the recommendations requiring the Board's review and endorsement, he requested that President Cartwright assign staff to thoroughly review each recommendation and present the findings of their review at the Board's April retreat. Martins requested Trustee McAlpin to provide strategic guidance to staff on this topic, and to ultimately advise the Board regarding the findings of the staff's review.

INFO-2 Board of Governors' Task Force on Academic and Workforce Alignment Recommendations

Martins said the report outlined four recommendations and next steps, including the expectation for each President to provide an update on partnership activities at the BOG's March 30, 2022 meeting. He said President Cartwright will provide a high-level summary in his update on the university's progress related to each of the recommendations. Martins said the Board will continue to hear from industry experts and continue to align all of the university's efforts with the workforce needs in the Central Florida community.

Other BOG topics included:

- Martins said during the BOG's Audit and Compliance Committee meeting regarding Direct Support Organizations (DSOs), Chair Lamb was very clear in his statements that this is a topic to be regularly brought back to the Board, and that he looked to all university Presidents and Board Chairs to take full ownership over these issues. Martins said President Cartwright will provide the Board a summary on the progress the university is making to improve operations and coordination of DSOs. Martins said the university has a Council of CFOs, headed by Gerald Hector, Senior Vice President for Administration and Finance. He said this Council includes CFOs from all the DSOs and it has improved communication, understanding, coordination and alignment between the university and DSOs.
- Martins said cybersecurity was also discussed and that given the sensitive nature of this topic, the university and board must remain vigilant in what can be discussed in a public forum. He said each trustee will be briefed individually by Matthew Hall, Vice President for Information Technology and Chief Information Officer. Martins requested Trustee Seay work with Hall to prioritize the cyber issues that Board members should be aware of. He said after all trustees have been briefed, he will work with leadership to evaluate next steps.
- Martins reminded the Board that the BOG held a special meeting of the Facilities Committee to consider an \$800M Amendment to the 2022-2023 Fixed Capital Outlay Legislative Budget Request for Deferred Maintenance and Deferred Capital Replacement, which was approved by the BOG and submitted to the Legislature. He said when Speaker Chris Spowls addressed the BOG during the January meeting, he gave direction to the Governors to reach an agreement with the universities on what constitutes a clear definition of a critical deferred maintenance project and that the Legislature would not consider this until such definition is reached. Martins said that the BOG's meeting on February 24, 2022 will further discuss this topic.
- Martins concluded his remarks with reference to Chair Lamb's request for universities to review all BOG regulations and that Lamb has requested that the Presidents come back to the BOG with a list of those amendments. Martins said he is working with President Cartwright to provide this list to the BOG for their meeting next month.

Martins recognized President Alexander Cartwright for his President's Update.

President's Update

Cartwright's update:

- Highlighted BOT Member Recognitions:
 - Trustee Gaekwad was awarded the Georgia Department of Community Affairs Martin Luther King Celebration of Service Award for his promotion of meaningful business and community relations. Gaekwad also received an honorary Doctor of Letters Honoris Causa from the Ajeenkya DY Patil University.
 - Trustee Seay moderated an Association of Governing Boards (AGB) Panel on Cybersecurity. Cartwright thanked Seay for her leadership in the nation's cybersecurity efforts.
- Recognized that UCF Downtown is home to academic programs in the fields of communications, public administration, legal studies, healthcare administration and informatics, digital media and the #1 Graduate Video Game Design program in the nation – offered by UCF's Florida Interactive Entertainment Academy (FIEA). He welcomed Ross Wolf, Associate Provost of Downtown, to address the Board with UCF Downtown highlights.
- Recognized FIEA graduate student Henry Bell and Legal Studies undergraduate student Victoria McIntosh, to address the Board on their student journeys.
- Academic Leadership Updates:
 - Mike Johnson was appointed as Provost and Executive Vice President for Academic Affairs.
 - Elizabeth Klonoff will continue to serve in the role of Dean of the College of Graduate Studies. A search for a new Vice President for Research will be launched later this spring.
 - Paige Borden was appointed to serve on the President's cabinet as the university's Chief Analytics Officer.
 - Active searches for UCF's Senior Vice President for Advancement and Partnership and Senior Vice President for Student Success are expected to be completed before the end of the fiscal year.
- UCF was named number seven in the *U.S. News & World Report* Top 10 Best Online Schools.
- Points of Pride:
 - Shin-Tson Wu, Pegasus Professor of Optics and Photonics, earned the 2022 SPIE Maria Goeppert-Mayer Award in Photonics.
 - Christopher Clifford, a recent Electrical Engineering graduate, was awarded the university's first Gates Cambridge Scholarship, one of the most competitive and prestigious scholarships in the world.
 - Ali Gordon, Associate Dean for Graduate Affairs and Professor of Mechanical and Aerospace Engineering, was named a fellow of the American Society of Mechanical Engineers, noting only about 3 percent of its 90,000 members become fellows.
 - Greg Welch, Pegasus Professor and AdventHealth Endowed Chair in Healthcare Simulation in the College of Nursing, was named to the National Academy of Inventors (NAI). Dr. Welch specializes in simulation and modeling and is UCF's 17th NAI fellow.

- Outlined the four Task Force on Academic and Work Force Alignment recommendations, noting that State University System presidents will discuss industry relationships and the top five employers of their graduates at the March 30, 2022 BOG meeting:
 - Ensuring universities are creating a symbiotic partnership with Florida businesses
 - Ensuring universities prepare graduates for the expectations of the 21st century workforce
 - Requested evaluating the possibility of a system-wide platform for internships and employment
 - Requested system-wide guidance for students and employers
- Summary of progress the university has made to improve operations and coordination of Direct Support Organizations (DSOs):
 - Coordinating financial activities and oversight
 - Improving and streamlining governance documents
 - Tracking and facilitating the process of DSO Board appointments
 - Finalizing a template that outlines the relationship and expectations between the university and the DSO.
- Strategic Planning Update:
 - Continue to refine the framework with a focus on presenting a plan that will be unique to UCF
 - Ronald Piccolo, Special Assistant to the President and Galloway Professor of Management, and Faculty Senate Vice Chair Steve King have engaged in dozens of meetings with faculty, students, staff, college deans, university leadership, and community partners, including Space Florida and the Orlando Economic Partnership
 - Planning faculty meetings and a series of engagements for students and employees across the institution to collect their feedback on the plan
 - BOT Ad Hoc Strategic Planning Committee is expected to meet in April to review a first draft of the plan

The trustees had the following comments:

- Condello asked if Hector sits in on DSO Board meetings. Hector confirmed he sits in on most DSO meetings, clarifying most of his conversations take place in individual meetings with the DSO CFOs and with the CFO Council. Hector acknowledged Trustee Altizer's involvement with the CFO Council.
- Harrington said the UCF Faculty Senate passed Resolution 2017-1018-6 Endorsement of University of Chicago Statement on Freedom of Expression. He noted that this past September the Faculty Senate established an Ad-Hoc Committee on Civil Discourse with a charge to develop a plan for improving civil discourse through inviting speakers to campus or developing debates and discussions. Harrington mentioned that the UCF Faculty Senate committee is led by Senate Past Chair, former UCF Board of Trustees member, and current Board of Governors member William Self.

COMMITTEE REPORTS

Martins called on Youndy Cook, Vice President and General Counsel, to read any disclosures of conflict of interest from the trustees. There were no disclosures.

ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE REPORT

Seay, Chair of the Academic Excellence and Student Success Committee, reported highlights from the committee meeting held on February 22, 2022.

Seay reported that AES-1 and AES-2 were unanimously approved by the committee and placed on the Board's consent agenda.

Seay said the International Collegiate Programming Contest (ICPC) North America Championship will be held at UCF from May 26-31, 2022, and she is working to make the university the permanent host of this event.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on February 22, 2022.

Christy reported that AUD-1 and AUD-2 were unanimously approved by the committee and placed on the Board's consent agenda.

BUDGET AND FINANCE COMMITTEE REPORT

Condello, Vice Chair of the Budget and Finance Committee, reported highlights from the committee meeting held on February 15, 2022.

Condello reported that BUD-1 was unanimously approved by the committee and placed on the Board's consent agenda.

FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT

McAlpin, Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on February 22, 2022.

McAlpin reported that FAC-1 and FAC-2 were unanimously approved by the committee and placed on the Board's consent agenda.

GOVERNANCE COMMITTEE REPORT

Okaty, Chair of the Governance Committee, reported highlights from the committee meeting held on February 22, 2022.

Okaty reported that GOV-1 and GOV-2 were unanimously approved by the committee and

placed on the Board's consent agenda.

STRATEGIC PARTNERSHIPS AND ADVANCEMENT COMMITTEE REPORT

Conte, Chair of the Strategic Partnerships and Advancement Committee, reported highlights from the committee meeting held on February 22, 2022.

CONSENT AGENDA

Gaekwad moved to approve the consent agenda with Okaty providing the second. The motion passed unanimously.

DISCUSSION

DISC-1 Where Do We Grow from Here: Regional Economic Overview and Talent Strategies to Advance a Future of Broad-based Prosperity

Martins welcomed panelists Tim Giuliani, President and CEO, Orlando Economic Partnership, and Dale A. Brill, Senior Vice President, Orlando Economic Partnership to present an overview of the region's current economic environment and emerging trends.

The panelists and the trustees engaged in a discussion about areas of strategic opportunity for the university to further amplify regional industry cluster growth and prepare students for jobs of the future.

DISC-2 University for the Future: Preparing for Innovations in Digital Media, Gaming, Modeling and Simulation

Martins said this session is the second in a series of panels that provides the Board the opportunity to engage in strategic discussions with industry leaders related to areas of importance to the region and the university.

Martins welcomed panelists Daryl Holt, Vice President and General Manager, EA Sports; Christal LaVecchia, Vice President and Chief Engineer, Training and Logistics Solutions, Lockheed Martin; and Cecil Magpuri, Chief Executive Officer and Co-Founder, Falcon's Beyond.

The panelists and the trustees engaged in a discussion about workforce alignment with the digital media, gaming, immersive experiences and modeling and simulation industries and how the university can best prepare students to contribute to the economy of the region and the state.

NEW BUSINESS

INFO-3 Fiscal Year 2023 Board of Trustees Meeting Dates

Martins said the Fiscal Year 2023 Board of Trustees meeting dates were included in

meeting materials for information and scheduling purposes. He noted the meeting dates are strategically aligned with projected university and Board of Governors deadlines for approval items.

WORKING LUNCH

DISC-3 Knight Vision ERP Project Status Update

Martins recognized Gerald Hector, Senior Vice President for Administration and Finance; Matthew Hall, Vice President for Information Technology and Chief Information Officer; and Cherie Herrin, Interim Associate Vice President and Deputy Chief Information Officer; to address the Board.

The presentation provided an update on the recent accomplishments, immediate next steps, overall status and trends, top risks and progress of the Knight Vision project.

The trustees had the following comments:

- Martins asked if the team was confident that staff will be trained by the July 1 go-live date, and Herrin confirmed that is the expectation. Hector clarified this includes Workday, Budget and SET training. Martins cautioned that training is critical.
- Conte asked if customization requests are completed. Provost Johnson clarified that at the onset of the project the university community was told system customizations would be limited to what was necessary for the function of the institution. Herrin said they are working on finding the common process that works for everyone and adjusting business practices to the technology and best practices. Matthew Hall said that Workday and SET offer a continuous process improvement platform and that July 1 is not a terminal date.
- Gaekwad said from his experience the use of public relation liaisons helped the process and agreed with Hall's statement that this is an ongoing process. Hector said it will likely be a one- to two-year process to mature.
- Harrington asked about timing if the July 1 go-live date is not met. Herrin said that the Knight Vision team would determine impacts and the next best date, noting that we would not need to delay for a full year. Gaekwad said having only one go-live date is optimal. Hector clarified there already have been discussions with Workday regarding 'what ifs' scenario planning.
- McAlpin requested clarification on post-go-live support systems. Hector said an expression of interest process has started and this staff will lead the financial and human resources centers. Hector said they are currently working on a training sandbox.
- Gaekwad asked about social media. Herrin said they have a change management team that is focused on training, communications and social media outlets.
- Cartwright publicly acknowledged the hard work of the team involved with this project. He said there has been a lot of discussion about what this means for the university's staff, faculty and leaders and ultimately this is about people, better career pathways, retention and using the technology to make work easier.
- Seay said it is important to focus on checks and balances. Herrin said the word



'compliance' was included in the Knight Vision mission statement to keep it top of mind.

- Harrington asked what has been done or planned for staff retention. Hector said they will stress that service center leaders need to engage, have empathy and reinforce a broader perspective that accentuates the positive.

ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

ADJOURNMENT

Martins adjourned the board meeting at 1:33 p.m.

Reviewed by: _____ Date: _____
 Alex Martins, Chair, UCF Board of Trustees

Respectfully submitted: _____ Date: _____
 Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees Tenure Workshop
University of Central Florida
March 17, 2022**

Chair Alex Martins called the Board of Trustees Workshop to order at 1:30 p.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, and Caryl McAlpin.

Trustee Danny Gaekwad and John Miklos attended via teleconference.

Trustees Michael Okaty and Beverly Seay were not in attendance.

REMARKS

Martins said tenure is a fundamental part of being classified as a Research 1 (R1) university with very high research activity. He said the continued hiring and advancement of tenure-earning faculty will be key to the university's path of becoming a top 50 public metropolitan research university and remaining competitive nationally. Martins reminded the Board that tenure recommendations are brought by the Provost to the Academic Excellence and Student Success Committee and subsequently to the Board. He said the Board's approval is the final step in a year-long review process and the awarding of tenure will occur in this upcoming May meeting cycle.

Martins said President Cartwright, with his support, suggested this workshop for the Board to gain a better understanding of the process behind tenure evaluation and decision making that occurs prior to presentation to the Board.

Martins recognized Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Jana Jasinski, Pegasus Professor of Sociology and Vice Provost for Faculty Excellence, to lead the workshop.

DISC- 1 Tenure Process: Evaluation and Decision Making

Johnson's overview highlighted:

- Evaluation processes for tenure-earning faculty
- Components of the Standards of Excellence in Teaching, Research and Service
- Levels of Review
- Faculty Cohort Data

The trustees had the following comments:

- Condello asked if the university has created a better way to track the performance of faculty once they receive tenure. Johnson said the university has a post-tenure review process and he would share tenure promotion criteria with the Board. Johnson also said that the Legislature recently passed a bill that, if signed by the Governor, will empower the Board of Governors to pass a regulation giving the State University System universities post-tenure review requirements.
- Harrington said annual evaluation criteria is set by each department and this information can be found on the Faculty Excellence website. Johnson said he would share this information with the Board.
- Martins asked if the current post-tenure review process is unique to UCF or does it occur within the state and nationally. Johnson said the process is relatively the same in the State University System of Florida (SUS) and nationally.
- Mills asked for an example of who an external reviewer is. Johnson said they are typically senior, established researchers with a good reputation in the candidate's area of expertise or within an appropriate industry.
- Gaekwad asked about the benefits of being a tenured faculty member. Johnson said the chief difference is the nature of the work the faculty member is required to do. He said non-tenured faculty are usually hired for classroom teaching while tenured and tenure-earning faculty are charged with conducting research in addition to teaching. Johnson said tenure has an intellectual benefit – doing work that increasingly matters – and an economical benefit of an increased likelihood of continued employment, noting employment is not absolute since a tenured faculty member can be terminated for cause.
- Gaekwad asked for data on the total number of tenured faculty. Johnson qualified that approximately 57% of the university's faculty are tenured or tenure earning, which has been the typical percentage over the past few years. Gaekwad asked if there was a dramatic difference in salary between tenured and non-tenured faculty. Johnson said he would have to supply salary data at a later date.
- Conte asked if research hours or faculty productivity are considered for state performance funding. Johnson clarified the difference in performance and preeminent state funding. He said when the university is ranked nationally, the faculty's productivity and quality of work influence all of the rankings.
- Conte asked if tenured professors were part of the bargaining unit. Johnson replied that most of the university's faculty are in the UFF, with the exception of College of Medicine faculty.
- Mills asked for clarification on whether research dollars impact state performance-based funding. Johnson said yes but that is more impactful for the preeminent institutions.
- Harrington clarified three categories of faculty: lecturers and instructors who typically teach three rather large classes each semester; tenured and tenure-earning faculty who conduct research and teach; and untenured faculty who only do research, which are usually in institutes, like the Florida Space Institute. He said there is a salary benefit for tenured faculty, but their salary is competitive with those who are in untenured positions and do not teach, and only about one-half of what can be earned in industry. Harrington said removing tenure would be removing the single strongest lever that universities have in regard to productivity, since the tenure-earning process is long and difficult.
- Christy said the collective bargaining team has been successful in addressing compensation issues and the Board should keep this impact in mind as they consider the collective bargaining agreement during today's special meeting.
- Mills asked if the university had any research on the disparate impact that student reviews have on minority and women professors. He also asked about the weight given to student reviews in the tenure decision-making process. Johnson said individuals in senior positions evaluating faculty are aware of literature on student evaluations and the need to put

evaluations into context. He provided examples of the spectrum of evaluations, noting the evaluations in the middle are the ones that vary. He underscored the importance of student evaluations, but for the reasons highlighted, student evaluations do not receive heavy weighting in the tenure decision-making process. Johnson said the university does track progress on specific groups over time and he would provide this data to the Board.

- Gaekwad thanked Board leadership and the Provost for this informative session. He requested another session to provide the additional information requested.

Johnson concluded his presentation by stating that in his opinion who is hired and who is tenured are the most important single decisions made at the university because the quality of the university's faculty, and especially teaching and research faculty in tenured positions, determine what kind of university we will be in the future.

Martins concluded the discussion with thanks to the presenters and stated that the workshop provided a valuable educational session as the Board prepares to vote on tenure at the upcoming May meeting.

ADJOURNMENT

Martins adjourned the board workshop at 2:36 p.m.

Reviewed by: _____ Date: _____
Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees Accountability Plan Workshop
University of Central Florida
April 21, 2022**

Chair Alex Martins called the Board of Trustees Workshop to order at 9:01 a.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Danny Gaekwad, Meg Hall, Stephen King, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

REMARKS

Martins welcomed Trustee Stephen King, the new UCF Faculty Senate Chair. He thanked outgoing Trustee Joseph Harrington for his service to the Board of Trustees and Faculty Senate for the past two years and said he would be recognized at a future Board meeting.

Martins said that the Ad Hoc Strategic Planning Committee met last week to discuss and provide input on the draft strategic plan. He recognized and thanked Trustee Seay, Chair of the Academic Excellence and Student Success Committee, and Provost Johnson and his team for providing several Accountability Plan presentations during their committee meeting discussions.

Martins said the purpose of today's workshop was for the full Board to have a holistic conversation about the draft Accountability Plan (Draft Plan) before the final plan is presented for action.

Martins recognized President Alexander Cartwright to address the Board.

Cartwright welcomed Trustee King and thanked the members of the Ad Hoc Strategic Planning Committee. He said while the university's Strategic Plan has not yet come forward for a vote, work has begun to incorporate metrics that are key to the university's future success. Cartwright said once both the Accountability and Strategic Plans are approved by this Board and the Board of Governors, next year's Accountability Plan will further align metrics with the Strategic Plan.

Cartwright recognized Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Paige Borden, Chief Analytics Officer, to moderate the presentation.

DISC-1 2022 Accountability Plan Workshop

Johnson said UCF's 2022 Accountability Plan is one part of a strategic triangle also made up of UCF's Strategic Plan and the Board of Governors' System Strategic Plan. He noted that goals tied closely to the university's developing strategic plan are far more ambitious than in the past.

Johnson recognized Borden to present the Draft Plan. Borden reviewed metrics outlined in the Draft Plan.

The trustees had the following comments:

- Mills asked if there is an analysis that outlines the careers and salaries of recent college graduates. Borden clarified that the information received from the State for the 'Bachelor's Graduate Employed or Reenrolled' metric is summarized data only and does not include individual student data that would allow UCF to further analyze the results. Borden said the university tracks alumni outcomes through self-reported surveys and other tools.
- Altizer asked if there was an opportunity to challenge this data. Borden mentioned this data represents students graduating in 2019-20 during the height of COVID shutdowns. She said that due to data lags, UCF should report increases in the 2023 and 2024 accountability plan cycles that would align with heightened Spring 2022 employment opportunities.
- McAlpin asked if the university is doing everything possible about having employers on campus. Johnson said yes and this data can be provided.
- McAlpin asked for clarification on AA transfer rates and if there are any plans to change entrance requirements. Borden said Direct Connect Program requirements have been unchanged since 2006 and noted that non-Direct Connect students have different entry requirements. Johnson clarified that rather than changing entrance requirements, the university has focused efforts on ensuring students are major ready and working on course alignment with the six feeder institutions.
- King said that reassessing the readiness of transfer students is important from the faculty perspective.
- Christy asked about the lag and variance in the \$30,000 salary requirement in the 'Bachelor's Graduate Employed or Reenrolled' metric. Borden said the data is based on every graduate who received a bachelor's degree from Fall 2019 to Summer 2020 and does not distinguish whether the student entered the university as a freshman or as a transfer student.
- Martins asked if other universities will also see a reduction in Performance Based Funding Points Achieved based on the change in thresholds. Borden said earlier data based on the 2021 accountability plan indicated that most institutions would lose points.
- Conte asked which SUS universities are used for comparison. Borden said USF and FIU are the two major comparators since their metropolitan mission and student demographics are similar to UCF.
- McAlpin asked how often the Board of Governors allows universities to catch up on changed definitions and thresholds. Borden said normalized numbers using the definitions for the prior cycle are only applied for one subsequent year, providing a single cycle's year-over-year comparison.

Johnson summarized student success initiatives and related strategic investment resources.

Johnson recognized Ryan Newton, Director for First Year Experience, to present on changes to the student onboarding process.

The trustees had the following comments:

- Martins asked if the expectation to graduate in four years and the resources available to achieve this goal are discussed during onboarding programs, which Newton confirmed.

Johnson recognized Theodora Berry, Vice Provost for Student Learning and Academic Success and Dean, College of Undergraduate Studies, to present on the Provost Faculty Initiative.

Johnson recognized Thomas Cavanagh, Vice Provost for Digital Learning, to present on the Learning Analytics Advising Dashboard.

The trustees had the following comments:

- King asked for clarification on the number of students coaches interact with. Cavanagh said the number varies but on average it could be several hundred, noting they are in the process of hiring ten additional coaches. King asked if advising was a full-time responsibility for a coach and if in the future, would coaches specializing in college programs be considered. Cavanagh clarified that coaches have other job responsibilities, and that they are taking advice from the coaching and advising community on how this product applies to their needs.
- Conte inquired as to the program's effectiveness in determining at-risk students. Cavanagh said the team is considering an interim step of setting an arbitrary threshold to sort at-risk students as a priority, while future plans would be to include this ability into the programming.
- Gaekwad asked how long the dashboard has been in use. Cavanagh said the pilot program was launched last fall, favorable anecdotal survey responses were being received, and data analysis is ongoing and not yet concluded.
- Altizer asked if the university had acquired any student feedback. Cavanaugh clarified the dashboard is not student-facing but rather a tool to determine the high-touch conversations taking place between a student and advisor.
- Mills encouraged the use of existing external and internal inherent resources for benchmarking. Cavanaugh agreed stating that from the onset, the team has engaged with those in higher education and commercial marketplaces, and they would continue these efforts.

Johnson presented on research initiatives and related Strategic Investment Fund resources. He recognized Elizabeth Klonoff, Vice President for Research and Dean, College of Graduate Studies, to share efforts on increasing research funding.

The trustees had the following comments:

- Mills requested clarification on the WRAP rate outlined on the examples of new contracting mechanisms slide, asking if a research project could be charged a facilities cost. Klonoff confirmed this could be added into the overall WRAP rate and charged to the university's industry partner.
- Gaekwad asked for clarification on current research funding efforts as opposed to previous efforts. Klonoff outlined recent areas of increased activity, including faculty cluster hires, beginning the process of supporting faculty to write larger grants, and looking into changing how the university approaches contracting for research.
- Gaekwad asked for benchmarking data comparing UCF with other SUS institutions on number of faculty and amount of research dollars raised. Klonoff said UCF would place fourth or fifth in this comparison. Gaekwad asked that this data be presented to the Board on a regular basis.
- Conte asked if there has been engagement with Cancer Center researchers and HCA's grant-writing departments. Klonoff said yes, noting that the university is not an NCI-designated cancer center. Cartwright clarified that human performance is an area of strategic focus, which overlaps with health areas.

Martins thanked the presenters and said he appreciated the focus on the programs outlined today and the investments made in them. Mills said there are actions that can be taken now that would help with achieving short-term goals.

ADJOURNMENT

Martins adjourned the board workshop at 11:06 a.m.



Board of Trustees

Reviewed by: _____

Date: _____

Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: _____

Date: _____

Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees Budget Workshop
University of Central Florida
April 26, 2022**

Chair Alex Martins called the Board of Trustees Workshop to order at 2:59 p.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Stephen King, John Miklos, Michael Okaty and Beverly Seay.

Trustee Danny Gaekwad attended via teleconference.

Trustees Caryl McAlpin was not in attendance.

REMARKS

Martins said the purpose of this workshop is to prepare the Board for upcoming approvals associated with the University Operating Budget, strategic use of Carry Forward Funds, and Capital Improvement Planning. He said the presentations and discussion will focus on how the university will change the way it manages its operating budget so that funding can be appropriately allocated across the colleges and units to carry out the mission of the university.

Martins recognized President Cartwright to address the Board.

Cartwright acknowledged Provost Johnson and Gerald Hector, Senior Vice President for Administration and Finance, for their leadership to better align resources with the university's strategic direction. He also acknowledged all of the leaders and staff that have been working hard to launch new systems, noting that budget reporting will continue to improve as new systems are rolled out.

Cartwright asked Janet Owen, Vice President for Government & Community Relations, to provide a brief overview of the FY23 state budget. Owen noted that the Governor does not yet have the budget bill from the Legislature and once received, he will have 15 days within which to consider vetoes and sign the bill.

The trustees had the following comments:

- Mills asked Owen to provide the dollar amounts associated with each of the 'Back of the Bill' projects at an upcoming Facilities and Infrastructure Committee meeting.
- Altizer asked what methodology was used to allocate the deferred maintenance funding. Owen said the methodology was 'sum of the digits' distribution. which is the traditional way maintenance funding was allocated from the Public Education Capital Outlay (PECO) Trust Fund revenue annually in years past when universities were included in funding for maintenance.

Martins recognized Hector for the Budget Workshop presentation.

DISC- 1 Budget Workshop

Hector gave a high-level update on the Administration and Finance Division and provided an overview of the University Operating Budget.

Misty Shepherd, Senior Associate Vice President for Financial Affairs, and Hector presented on the current budget and processes.

The trustees had the following comments:

- Mills asked for clarification on what is considered restricted contractual versus what is committed, which Shepherd clarified.
- Mills asked if the 2021-22 Carry Forward Plan included in the presentation was reflective of the most up-to-date numbers in terms of spending. Shepherd said the materials provided were presented to the Board last year for spending this year and is not reflective of what has been spent down to this point. Shephard clarified the point of the slide was to show how carry forward funds are being monitored. She then explained the process for bringing the updated Carry Forward Plan to the Board in September, prior to BOG submission in October.

Hector presented on the redesigned Budget Model, its process milestones and implementation timeline.

The trustees had the following comments:

- Mills asked for an estimate on the overhead percentage when allocating the Central Funding Pool and other funds. Hector said he will provide a general percentage to the Board, highlighting that it would not be equitable across the colleges since types of expenditures vary from college to college.
- King asked if the new budget process would allow funding mechanisms to be reassessed in the current year, rather than waiting for the next budget year. Johnson qualified that although circumstances can change for a college in a given year, funds would have a limited capacity. Shepherd said that is also the premise in allowing the colleges 5% of their operating budget as a resource to manage through the unexpected.
- Christy asked if Direct Support Organizations and colleges could be penalized for missing their budget. Hector said the CFO Council's dotted line reporting to him will make him aware of issues in real time and additionally, the goal of closing books monthly will assist with this accountability. Johnson qualified that historically the university had good spending controls and this oversight will continue to improve.
- Condello asked for clarification of how Carry Forward funds are managed to ensure they are being used properly and if these funds can be reallocated. Hector said the use of Carry Forward is limited and new measures will hold staff accountable to plan the use of these funds, as the submission made in September to the Board of Governors has to have an accompanying plan when submitted. Hector said Carry Forward funds can be reallocated but are capped at \$5 million for remodeling and \$10 million for renovations. Martins asked Hector to confirm that Carry Forward funds are also limited to E&G funds, and Hector confirmed it is limited to use for academic buildings.

Jon Varnell, Vice President for Facilities and Business Operations, presented on the Capital



Planning Process.

The trustees had the following comments:

- Martins asked in the Capital Planning process, if fundraising would be categorized under auxiliary in the funding category, which Varnell confirmed.
- Martins asked Varnell to provide an overview on the 'Back of the Bill' process as it relates to athletics facilities. Varnell said 'Back of the Bill' are submitted with the Capital Improvement Plan and are projects anticipated to have bond-related support, and if listed on the 'Back of the Bill,' it stays on the list.
- Mills asked for clarification on how this process is running parallel to the facilities optimization process, specifically for underutilized facilities. Varnell said Jonathan Bates, recently hired as the Assistant Vice President for Real Estate, will assist with a framework of overlaying facility condition with space planning.
- Christy asked about how in the recent legislative session, a SUS university was able to add special language to the 'Back of the Bill.' Owen said FSU received special language to spend Carry Forward on projects in the Donald Tucker Civic Center. Martins said to utilize the Board in assisting with the process of advancing UCF in this area.

Martins thanked the presenters and said the Board looks forward to more detail as the Board considers approval of budget-related items in May.

Cartwright concluded the Workshop with his thanks to the team for providing the Board with the level of data presented today.

ADJOURNMENT

Martins adjourned the board workshop at 4:49 p.m.

Reviewed by: _____ Date: _____
 Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
 Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees
Special Meeting
University of Central Florida
March 17, 2022**

Chair Alex Martins called the Board of Trustees Special Meeting to order at 2:36 p.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, and Caryl McAlpin.

Trustees Danny Gaekwad and John Miklos attended via teleconference.

Trustees Michael Okaty and Beverly Seay were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

BOT-1 Collective Bargaining Agreement 2021-2024 between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF)

Martins called on Youndy Cook, Vice President and General Counsel, to read any disclosures of conflict of interest from the trustees. There were no disclosures.

Martins reminded the Board that the university has three employee unions – the United Faculty of Florida (UFF); American Federation of State, County and Municipal Employees (AFSCME); and the Police Benevolent Association (PBA). He said following the UFF's ratification on March 1, 2022, the collective bargaining agreement for this union is being advanced for the Board's approval.

Martins said that in August, he appointed a subcommittee of the Executive Committee responsible for advising and making recommendations to the Board and the president regarding collective bargaining activities. He said the subcommittee members – Trustee Okaty, who acts as Chair, and Trustees Christy and McAlpin – were individually briefed on this contract.

Martins recognized Sherry Andrews, Associate General Counsel and Associate Provost, who serves as the chief negotiator for the UFF, to address the Board.

Andrews outlined the number of UFF members, contract dates, top issues and the negotiation process, which began on November 18, 2020, noting that this timeframe is not unusual to

renegotiate an entire contract.

Andrews outlined the salary increases in this year's agreement:

- 2.5% across-the-board increase for one year, effective February 18, 2022
- 3.5% across-the-board increase for employees making less than \$48,500.
- All in-unit employees will receive a one-time 'catch-up' payment in lieu of retroactivity, and an additional one-time payment of \$1,000.

Martins called on members of the Collective Bargaining Subcommittee for comments:

- McAlpin said she was impressed with the process and at her request, Andrews outlined the limitations the university has in regard to Administrative Discretionary Increases (ADI) and how this contract secured ADI with the extra \$1,000 payment.
- McAlpin noted less than 30% of the faculty were dues-paying members of the UFF.
- Christy commended the bargaining team for setting fair expectations and meeting them.

Martins thanked the subcommittee members for their service.

Christy moved to approve BOT-1 with McAlpin providing the second.

The trustees had the following comments:

- Gaekwad requested clarification on funding. Provost Johnson clarified that approximately \$5 million is recurring funds and approximately \$5 million is a one-time payment.
- Gaekwad suggested a provision in case there are significant changes in funding.
- Conte asked for clarification on salary increases. Andrews confirmed that the \$1,000 one-time payment was offered to secure ADI and also confirmed that employees making less than \$48,500 received a 3.5% across-the-board increase. Martins asked if the university had the ability for ADI in the past, and Andrews said the university has not had ADI since the 2018-2021 contract expired in August 2021.

Martins recognized President Alexander Cartwright for remarks. Cartwright said the university has accomplished much in its short history and the university's rising reputation for academic excellence, research impact and the growing quality of our undergraduate and graduate students is due to the talent, dedication and hard work of faculty. He said to continue on the university's trajectory, it is important to attract great faculty. Cartwright said he would work with Provost Johnson to find opportunities to show our faculty and staff that they are valued. Cartwright recognized and thanked Andrews for her service to the university.

The motion passed unanimously.

ADJOURNMENT

Martins adjourned the board meeting at 3:02 p.m.

Reviewed by: _____

Alex Martins, Chair UCF Board of Trustees

Date: _____



Board of Trustees

Respectfully submitted: _____ Date: _____
Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees
Special Meeting
University of Central Florida
April 26, 2022**

Chair Alex Martins called the Board of Trustees Special Meeting to order at 2:30 p.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Stephen King, Michael Okaty and Beverly Seay.

Trustee Danny Gaekwad attended via teleconference.

Trustees Caryl McAlpin and John Miklos were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

BOT-1 2022 UCF Accountability Plan

Martins called on Youndy Cook, Vice President and General Counsel, to read any disclosures of conflict of interest from the trustees. There were no disclosures.

Martins said the purpose of the Accountability Plan Workshop held the week prior was to provide background and context on the Draft 2022 Accountability Plan.

Martins recognized Provost Michael Johnson to address the Board.

Johnson said goals outlined in the Accountability Plan are considerably more ambitious than previous years, particularly those goals associated with improving student outcomes and research activities. He said one metric was updated since the Draft Plan was presented during last week's Workshop, which was the metric associated with the 'Number of Start-up Companies Created.'

Mills moved to approve BOT-1 with Conte providing the second.

The trustees had the following comments:

- Conte asked if UCF's goals in the 'Number of Start-up Companies Created' metric were higher than other SUS universities. Johnson said UCF's goal is proportionally similar to the targets of other SUS universities when considering the variance in research expenditures. He said for instance, the 2021 startup average for the other R1 SUS universities was 1.1

per \$100 million research expenditures and UCF’s goal is to achieve 1.7 startups per \$100 million. Johnson qualified that UCF is higher in certain areas of university research that lend themselves to creating start-up companies, so the more aggressive start-up goal is reasonable.

- Mills encouraged the Board to consider the Board of Governors’ goals as minimum expectations and said the university should be striving for more.
- Cartwright said the ‘Number of Start-up Companies Created’ metric should be reviewed holistically, mentioning that the university needs a better understanding of how patents translate into start-up companies. Seay emphasized that the university has a high level of patents.
- Condello requested clarification on how many start-up companies needed to be created annually. Paige Borden, Chief Analytics Officer, said the university would elevate from two to six over the next five years. Johnson qualified that the metric is only that start-up companies are created and does not track a success rate.
- Condello asked for historical data on start-up companies and questioned if the university was insulated against risk. Cook confirmed the university does put protections in place to protect against fraudulent activities. Cartwright suggests that the administration conduct a deeper dive into start-up companies and bring this more detailed information to the Board at a future date. Martins qualified that the vote was specifically for the goal outlined in the ‘Number of Start-up Companies Created’ metric.
- Gaekwad asked for historical data on start-up companies, which Johnson confirmed as 17 in the past five years.

The motion passed unanimously. Trustee Beverly Seay was not present for the vote.

ADJOURNMENT

Martins adjourned the board meeting at 2:59 p.m.

Reviewed by: _____ Date: _____
Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
Mike Kilbride, Associate Corporate Secretary



Regular Meeting | Board of Trustees
May 26, 2022

BOT-1: Unleashing Potential - Becoming the University *for* the Future | 2022-2027 Strategic Plan

Information

Discussion

Action

Meeting Date for Upcoming Action: May 26, 2022

Purpose and Issues to be Considered:

Following a nine-month strategic planning process, the university’s final strategic plan, Unleashing Potential – Becoming the University *for* the Future, will be presented for the Board’s approval.

Central to the plan is the university’s mission statement that has been revised to reflect the purpose and character of the institution. The plan also describes the vision, aspirations, goals, metrics, and priorities over the next five years.

The focus of the 2022-2027 strategic plan is for UCF to become a Top 50 public research university and designated preeminent research university in the Florida State University System.

The goals and priority initiatives are organized by four priorities and are the most important next steps to move UCF towards a Top 50 ranking and a “preeminent” designation in Florida’s Preeminence Program, which is designed to elevate the academic and research excellence of the State’s highest-performing universities.

The university’s four priorities are:

- Student Achievement and Well-Being
- Discovery and Exploration
- Community and Culture
- Innovation and Sustainability

Additionally, the plan outlines five areas of strategic focus. During the next five years, the university will concentrate new investments in areas that align with our existing strengths and capitalize on emerging opportunities. The areas of focus include Space Technologies and Systems; Entertainment and Immersive Experiences; Health and Human Performance; Energy and Sustainability; and Security Technologies.

Background Information:

The Board is responsible for adopting a strategic plan in alignment with the University’s mission and the Board of Governors’ systemwide strategic plan and regulations.

At the August 19, 2021, meeting, Chair Martins announced the appointment of an Ad Hoc Strategic Planning Committee that would be responsible for guiding the strategic planning process.

Since that time, the Ad Hoc Strategic Planning Committee has met three times (September 23, 2021, November 15, 2021, and April 13, 2022) to receive updates on the strategic planning process and provide input on the development of the proposed strategic framework. Additionally, the full Board held a retreat on December 2, 2021, to discuss a set of emerging themes, metrics, and necessary resources for consideration into the plan's development and next steps.

Recommended Action:

Approval of the University of Central Florida's 2022-2027 Strategic Plan and revised mission statement.

Alternatives to Decision:

Decline approval of the plan.

Fiscal Impact and Source of Funding:

The university plans to raise and redirect \$150M in recurring revenue to resource the plan's priorities.

- \$50 Million per year from existing recurring funds redirected to strategic priorities by 2027
- \$100 Million of new recurring funding annually from diverse sources to be directed towards strategic priorities by 2027

Authority for Board of Trustees Action:

Board of Governors' Regulation 1.001 (3) (c)

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Alexander N. Cartwright, *President*

Supporting Documentation:

Attachment A: Unleashing Potential: Becoming the University *for* the Future | 2022-2027 Strategic Plan

Facilitators/Presenters:

Alexander N. Cartwright



UNLEASHING POTENTIAL

BECOMING THE UNIVERSITY FOR THE FUTURE

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POTENTIAL UNLEASHED

Visit any one of UCF's campuses and you are sure to be inspired. You might hear first-generation students describe their journeys to higher education, or listen to faculty members reveal pivotal research discoveries. You are likely to witness staff members go above and beyond to encourage a student's well-being, or revel in the optimism of a student entrepreneur who recently launched a new venture. Our campus community is rich with thinkers, doers, creators, innovators, healers, and leaders who are discovering and realizing their potential as Knights.

UCF is one of the most innovative universities in the country, inspired by boundless optimism — unencumbered by legacy structures, systems, and beliefs that constrain the true potential of people and institutions. We are emboldened in our **pursuit of excellence** and steadfast in our commitment to **access and opportunity**. And we believe strongly that potential exists in every individual and organization.

The university was founded in 1963 to provide talent and research insights in support of America's quest to put humans on the moon and explore the far reaches of our galaxy. At the time, such endeavors were largely beyond collective imagination. Yet, we were dedicated to unleashing the potential of our students, faculty and staff, and committed to making the impossible inevitable.

Nearly sixty years later, we remain committed to **unleashing potential** in people, organizations, ideas, and the communities we serve. That charge inspires us and illuminates fantastic possibilities ahead.

As the **University for the Future**, we aspire to be innovative in higher education and among the most impactful universities in the country. We seek to be excellent in our teaching, research, and creative activities, while also providing access and opportunity to a diverse and dynamic student population. We will be elite — without being elitist. We can be the No. 1 provider of talent in Florida, and at the same time provide a high-impact and personalized student experience. We expose our students to the most cutting edge research, while preparing them with practical skills that align with our region's workforce needs. We will be distinctive in our areas of expertise, while working collaboratively to address the world's most challenging problems.

We are grateful for the many people on campus and in the Central Florida community who contributed to the development of this plan. Many more will be needed to see it through, and we invite you to join us on this exciting and aspirational journey.

There is a great potential in our students, faculty, staff, and community. Let's unleash it, together.

As always, Go Knights. Charge On.



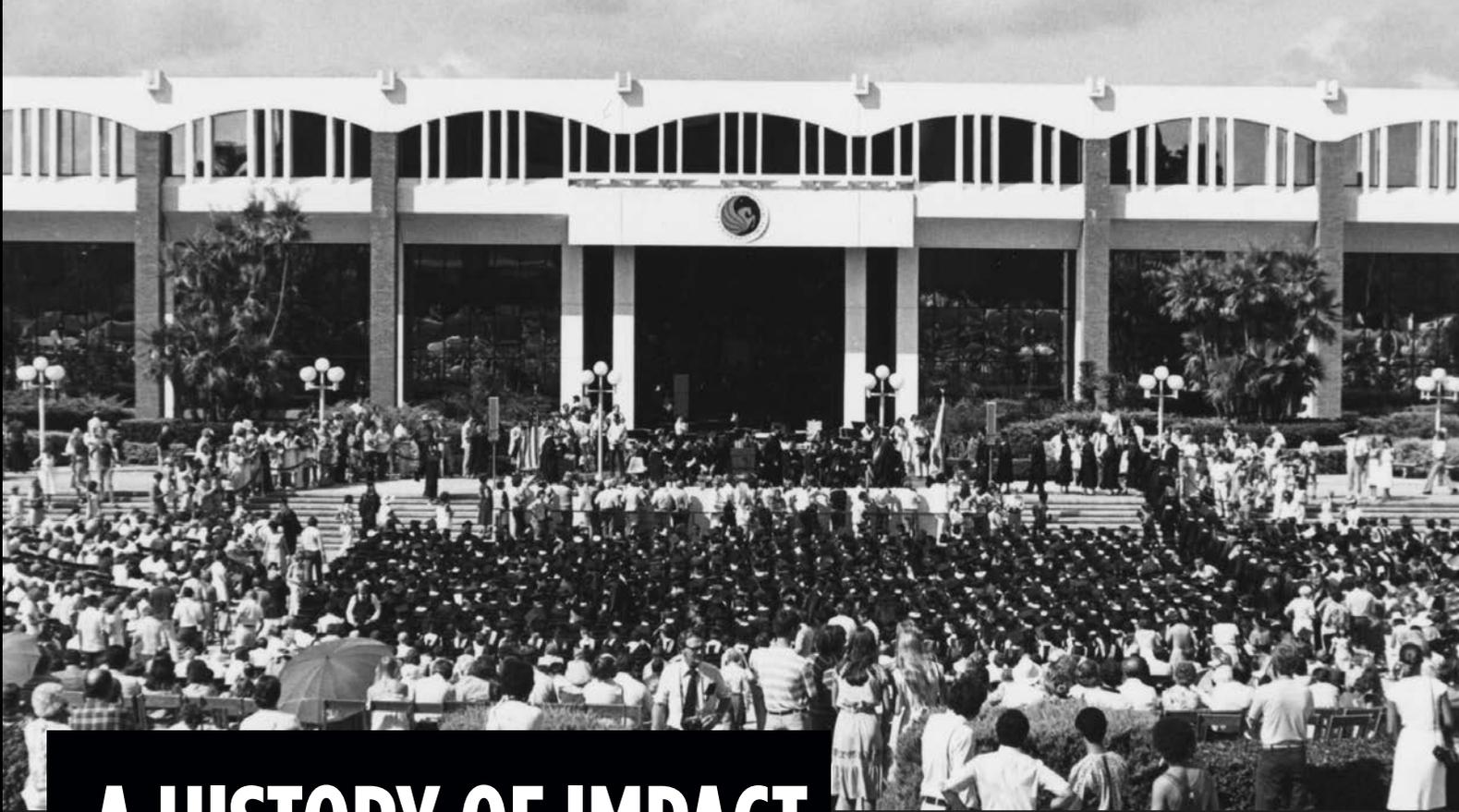
Alex Martins

Alex Martins
Chair, Board of Trustees



Alexander Cartwright

Alexander N. Cartwright
President



A HISTORY OF IMPACT

The University of Central Florida (UCF) was founded in 1963 by a visionary group of Central Floridians who advocated for UCF's establishment, expecting it would become a university recognized for delivering high-quality education and industry-leading research, while fueling population growth and economic prosperity. Orlando's hometown university soon emerged as a comprehensive, metropolitan research university with internationally recognized programs in engineering, science, healthcare, hospitality, education, public service, and the arts.

UCF currently serves more than **70,000 students** seeking undergraduate, graduate, and professional degrees in **13 colleges, four campuses, 11 satellite locations**, and accessible digital learning modalities that reach students around the world. In recent years, we have expanded student access, broadened learning pathways, and extended our physical and digital footprints in support of business migration and population growth in Florida. Our student body, faculty, and staff — reflective of the future of Florida and America, composed of diverse, entrepreneurial, creative, and community-minded innovators — have helped develop innovative academic and research programs that change the world.

#15

**MOST INNOVATIVE SCHOOL
IN THE COUNTRY**

(U.S. NEWS & WORLD REPORT, 2021)

#25

**IN STUDENT OUTCOMES AMONG
PUBLIC NATIONAL UNIVERSITIES**

(U.S. NEWS & WORLD REPORT, 2022)

**#2 SOCIAL
MOBILITY
IMPACT**

(EDUCATION REFORM NOW)

FOCUSED ON EXCELLENCE *AND* ACCESS

UCF's unique and fervent commitment to student success, access to opportunity, and excellence has attracted some of the most innovative and productive scholars in the world. UCF earned its reputation and ranking as one of the most innovative universities in the country. With student success and social mobility outcomes comparable to the world's top institutions, and several world-class research and academic programs, UCF amplifies the uniqueness, quality of life, and economic vitality of Central Florida.

With a commitment to accessible learning pathways, we were able to reduce achievement gaps among students from all walks of life, revealing the power of education to **unleash the potential** we know exists in each person. Today, UCF graduates the third-highest number of students of color in the nation and enrolls nearly 22,000 Pell Grant eligible students each year, 69% of whom complete a post-secondary degree — well above the national average. We have contributed significantly to Central Florida's growth by building productive community and industry partnerships, supporting the region's evolving talent pipeline, and conferring more than 390,000 degrees — most within the last two decades.

BUILT BY PARTNERSHIPS THAT FUEL THE TALENT PIPELINE

UCF is located in the 23rd largest and fourth fastest-growing metropolitan region in the United States. Central Florida is best known for tourism and entertainment, but the region is also a leader in aerospace, defense, advanced manufacturing, digital arts, optics, lasers, photonics, and related industries. UCF campuses are in proximity to the Kennedy Space Center, several Fortune 500 companies, dynamic, high-tech industry clusters, and a vibrant entrepreneurial ecosystem fueled by startup ventures, public-private partnerships, and transformative technologies. UCF is woven into the fabric of the Central Florida community and has embraced the region's youthful and welcoming spirit. Our mission is intertwined with the region's growth and prosperity, as Orlando's cultural and economic maturity parallels our own.

MADE POSSIBLE BY OUR PEOPLE

UCF's students, faculty, staff, alumni, and friends have always been optimistic thinkers and innovators focused on the possibilities of the future. The university's collective achievements are the result of the effort and dedication of our students, faculty, staff, and partners. They will continue to be our greatest assets as we focus on excellence in all that we do.

#7

BEST ONLINE SCHOOLS

(U.S. NEWS & WORLD REPORT, 2022)

#9

PUBLIC UNIVERSITY FOR NATIONAL MERIT SCHOLAR ENROLLMENT

(AS OF FALL 2021)

**MORE THAN
390,000
DEGREES AWARDED**

PLANNING CONSIDERATIONS

The university's success notwithstanding, we find ourselves at an inflection point. Several sources of disruption are challenging the financial sustainability of colleges and universities as the fundamental context of education has changed.

The COVID-19 pandemic disrupted traditional norms in higher education, fostered new expectations for how people learn and work, and altered the discovery and dissemination of knowledge. The pandemic also revealed the need for universities to confront the viability of their business models and the effectiveness of traditional operating systems. There is increasing scrutiny on the value of postsecondary education and a greater need, interest, and demand for flexible and customized learning options. These trends are shaping how we recruit, retain, and develop students, faculty, and staff, how knowledge is developed and applied, and how students, alumni, and partners engage with the university.

For the last 25 years, UCF's progression was fueled largely by steady, continual, uninterrupted enrollment growth, which allowed us to expand our mission and reach while improving the quality of the student experience. However, as growth accelerated, our systems, infrastructure, resources, and operating processes did not keep pace. Although UCF provides an outstanding return-on-investment in terms of student outcomes, we will need additional faculty and staff, enhancements to our facilities and physical plant, and upgrades to our IT infrastructure to meet the evolving demands of our students and investors.

Concurrently, there are extraordinary opportunities for social, cultural, and economic development in Florida. In the last decade, Florida became the 3rd most populous state in the U.S. and is projected to be the world's 10th largest economy by 2030. As the state's population has grown, there are prevailing, unfilled workforce needs in Orlando and throughout Florida, particularly in healthcare, technology, and professional services. More significantly, sectors such as aerospace, aviation, finance, healthcare, life sciences, logistics, transportation, renewable energy, and advanced manufacturing will fuel wage growth and sustained economic development in the state. These are areas where UCF has experience, expertise, capacity, and demonstrated capability.

To seize this moment of opportunity and in anticipation of continual changes in higher education, we will invest in our strengths, focus on research excellence in areas of opportunity, increase and diversify our revenue and resource base, institutionalize sustainability and resilient operations, align learning experiences with the workforce demands of our region, and innovate the delivery of higher education to enrich the student, faculty, and staff experience.

**OUR
FOCUS
REMAINS
CLEAR**

**contribute to the development
of an educated citizenry,
unleashing the potential
of our entire campus community.**



BECOMING



THE

UNIVERSITY



FOR THE

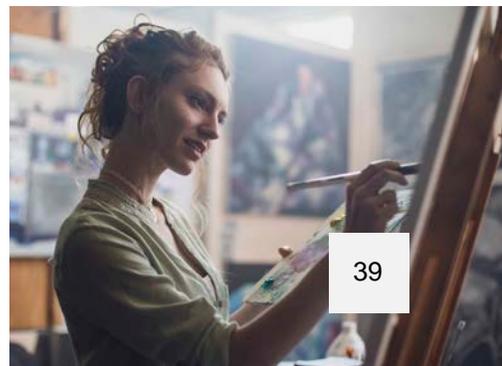
FUTURE





OUR MISSION IS TO UNLEASH POTENTIAL

UCF is a public research university invested in **unleashing the potential within every individual**; enriching the **human experience** through inclusion, discovery, and innovation; and **propelling broad-based prosperity** for the many communities we serve.



AS WE BUILD THE **UNIVERSITY FOR THE FUTURE** **WE ASPIRE TO BE**

A LEADING ENTERPRISE FOR INNOVATIVE RESEARCH AND CREATIVE WORKS,

a destination for ambitious thinkers, doers, creators, innovators, healers, and leaders who collaboratively discover and explore ideas that enable groundbreaking research and produce inspiring works of art.

A BEST PLACE TO LEARN AND WORK,

with a culture of compassion, inclusion, respect, and free expression, and an open and supportive community that is a model for civil discourse and understanding. A place that encourages the well-being of all our students, alumni, faculty, staff, and partners.

THE #1 PROVIDER OF DIVERSE TALENT,

with a focus on student achievement, a commitment to the development of an educated citizenry, attention to the talent needs in our region and state, and integration of high-impact practices that prepare students for the workforce of the future.

A CAMPUS WITHOUT BOUNDARIES

and the preferred partner of choice with collaborations that accelerate economic development, enable research and creative works, attract national and international students, faculty, and staff to Florida, and integrate community, industry, government, and academia in productive ways.

THE UNIVERSITY WITH A HIGH RETURN ON INVESTMENT AND ENGAGEMENT,

realized in the highest student and faculty outcomes, prudent stewardship of invested dollars, acceleration of student progression to degree completion, and resilient and sustainable operations.

AND WE WILL BECOME

A **Top 50 Public Research University**
and a **designated preeminent university**
by the State University System of Florida

by 2027

A **Top 25 Public Research University** with
outcomes comparable to **members of the**
Association of American Universities

by 2033



OUR FIVE-YEAR PLAN

The goals and priority initiatives listed in this plan are organized by **four priorities** and are the most important next steps to move UCF toward a Top 50 ranking and a “preeminent” designation in Florida’s Preeminence Program, which is designed to elevate the academic and research excellence of the state’s highest-performing universities. Goals and initiatives for a Top 25 ranking and AAU-eligibility extend beyond 2027.



1 STUDENT SUCCESS AND WELL-BEING

At UCF, we believe that our mission and fundamental purpose is to identify and unleash an individual’s potential by making high-quality, post-secondary education affordable and accessible. Our efforts to accelerate student success and enhance well-being will contribute to an educated citizenry by developing students who are culturally competent, prepared to lead enriched and fulfilling lives, and have the knowledge, skills, and aptitudes that align with the workforce of the future.

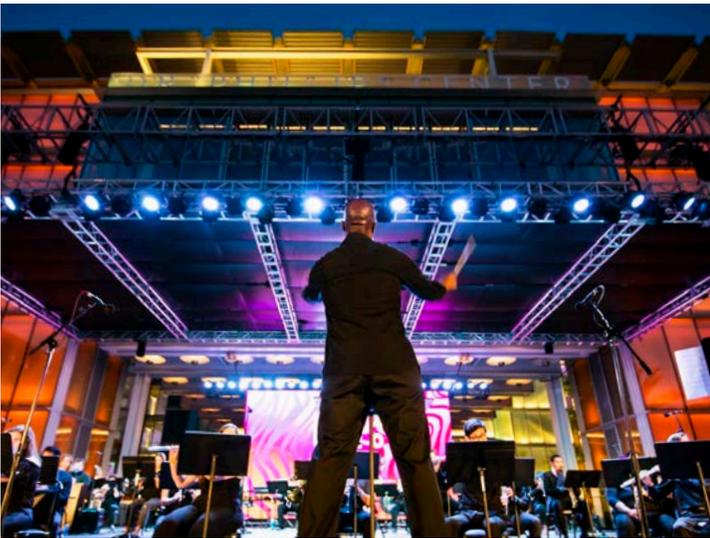
2 DISCOVERY AND EXPLORATION

UCF's knowledge enterprise is an essential driver of the region's economic vitality. We plan to invest in our research infrastructure in ways that address prevailing workforce needs in the state, accelerate the development of industry clusters, attract new companies and high-wage jobs to Florida, support the formation of entrepreneurial ventures, guide evidence-based policies, encourage creative activity, and advance the state's objective to be the 10th largest economy in the world.



3 COMMUNITY AND CULTURE

UCF aspires to be a destination of choice for the most talented people, a best place to learn and work, and a partner of choice in our community. We continue to foster a culture of innovation, inclusion, public service, and collaboration and will be a model for civil discourse, consistent with the Florida Board of Governors' *Statement of Free Expression*.



4 INNOVATION AND SUSTAINABILITY

UCF is one of the nation's most innovative universities. We seek to institutionalize resiliency and maintain financial and operational sustainability by diversifying our resource base and continually practicing visionary and pragmatic stewardship of our assets and obligations.



1

Student Success and Well-Being

2027 GOALS AND METRICS

PRIORITY INITIATIVES

Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay.

- › FTIC Freshman Retention Rate: **93%**
- › FTIC 4-year Graduation Rate: **65%**
- › FTIC 6-year Graduation Rate: **76%**
- › FTIC Pell Recipient 6-year Graduation Rate: **76%**
- › AA FCS 2-year Graduation Rate: **50%**

- › Optimize the use of predictive analytics to identify students in need of support, guide individual interventions by student advisors, highlight financial aid decisions, guide policy adjustments, and mitigate barriers to progression and graduation.
- › Evaluate the structure of the DirectConnect to UCF program to emphasize major readiness and student success.

Enrich the student learning experience for the development of career and cultural competencies.

- › Percentage of Undergraduate Students With at Least One High-Impact Practice (HIP) by Graduation: **100%**
- › Undergraduate Class Size Index Rank*: **275**
- › Percent of Graduates Enrolled or Employed: **70%**

- › Expand access to high-impact practices such as study abroad, learning communities, internships, experiential learning, and undergraduate research.
- › Hire faculty, academic advisors, and Success Coaches; invest in instructional resources for campus-based, online, and blended courses to enrich the student experience and reduce undergraduate class sizes.
- › Connect students to Experiential Learning and Career Services early in their progression, expand the use of skills badging, and strengthen career integrated curriculum.
- › Expand the development of quality digital learning experiences and the breadth of professional master's degrees and graduate certificates to meet the specialized workforce needs of the region and state.

Provide financially accessible educational experiences.

- › Percentage of Students Who Graduate Without Federal Student Loan Debt: **60%**

- › Optimize student assistance to support progression and graduation, including transfer students enrolled part-time, by investing in software to enhance the development and delivery of financial aid.
- › Increase graduate student stipends and professional degree scholarships.

Note. *U.S. News & World Report.

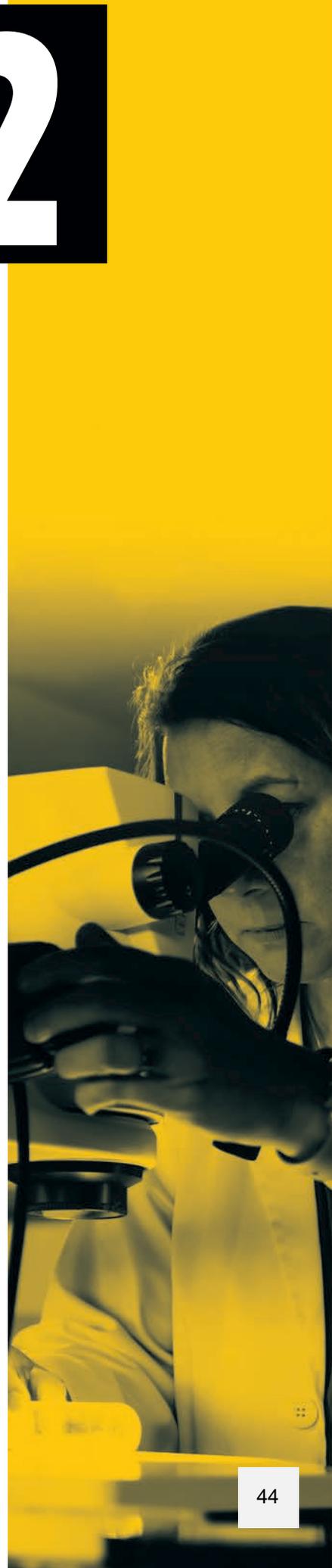


Discovery and Exploration

2

2027 GOALS AND METRICS	PRIORITY INITIATIVES
<p>Increase UCF's focus on research by supporting basic, applied, clinical, and translational research activities.</p> <ul style="list-style-type: none"> › Research & Development Expenditures: \$350M/year 	<ul style="list-style-type: none"> › Invest in infrastructure and personnel in areas of strategic focus, such as increasing research to perform secure work supporting national security. › Optimize utilization of research facilities and infrastructure. Increase research reliability by investing in critical capital projects that reduce the risk for lost scholarship.
<p>Extend the impact, application, and commercialization of knowledge.</p> <ul style="list-style-type: none"> › Number of Patents Awarded Annually: 55 › Licenses and Options Executed Annually: 36 › Number of Start-up Companies Created Annually: 6 	<ul style="list-style-type: none"> › Evaluate the development of an independent, applied, cooperative research institute as part of a regional innovation ecosystem. › Encourage research as pedagogy and the integration of research knowledge in curriculum design and instruction. › Recognize and incent research translation through targeted funding and criteria for promotion, tenure, and awards.
<p>Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity.</p> <ul style="list-style-type: none"> › Faculty FTE*: 2,100 › Post-doctoral Appointees: 225 	<ul style="list-style-type: none"> › Develop a comprehensive strategic marketing and recruitment plan designed to enhance the pipeline of graduate and post-doctoral candidates and appointees.

Note. *Faculty FTE from the Common Data Set (CDS).



3

Community and Culture

2027 GOALS AND METRICS

PRIORITY INITIATIVES

Become an employer of choice by recruiting, retaining, and developing the best talent and strengthening our culture of inclusion, collaboration, and engagement.

- › National Academy Members: **10**
- › Faculty, Staff, and Student Satisfaction: **80%**
- › Community Engagement: **Carnegie Classification**

- › Identify pathways for professional and career development for all staff; strengthen job-fit and the collective capabilities of staff; recognize faculty and staff achievements.
- › Initiate a task force to evaluate campus culture, recruitment and hiring procedures, flexible work options, and compensation standards.
- › Establish the Ginsburg Center for Inclusion and Community Engagement to include programming on civil discourse and engagement.

Establish life-long connections with our community through athletic and alumni engagement activities.

- › Alumni Participation Rate: **9%**

- › Expand university and community investment in the UCF Athletics Association's *Mission XII* initiative.
- › Increase programs and services offered to UCF alumni to provide more opportunities for engagement and participation.

Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement.

- › Pegasus Partnerships: **5**

- › Integrate community-facing functions to streamline connections between the university and its industry, community, and public partners.
- › Establish the criteria for "Pegasus Partnerships" to recognize comprehensive collaborations with industry, community, and public sector partners.



Innovation and Sustainability

4

2027 GOALS AND METRICS	PRIORITY INITIATIVES
<p>Diversify the university's revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment.</p> <ul style="list-style-type: none"> › Annual Fundraising: \$100M › Endowment Value: \$350M 	<ul style="list-style-type: none"> › Invest in programs and personnel to foster a culture of philanthropy and bolster the professional advancement function. › Evaluate options to grow UCF Online to generate revenue, extend access, enhance national and international exposure, and experiment with programs, credentials, and learning modalities. › Evaluate options to leverage the university's real estate holdings.
<p>Institutionalize campus sustainability with a focus on service excellence.</p> <ul style="list-style-type: none"> › STARS* Rating: Gold 	<ul style="list-style-type: none"> › Provide dedicated funding and integrate STARS performance criteria into academics, operations, administration, and planning. › Upgrade IT infrastructure and facilities to enhance service excellence, minimize impact of network outages, and reduce risk of cyberattacks. › Conduct a comprehensive activity-based accounting of campus services to determine how much it costs to educate a Knight.
<p>Enhance UCF's brand and national reputation.</p> <ul style="list-style-type: none"> › USNWR Peer Evaluation Rating**: 3.3 	<ul style="list-style-type: none"> › Launch targeted and comprehensive marketing initiatives that raise UCF's national profile by highlighting academic excellence, student achievements, research and creative activities, and membership in the Big XII athletic conference.

Note. *STARS = Sustainability Tracking Assessment and Rating System.
 **USNWR = U.S. News & World Report



AREAS OF FOCUS

During the next five years, we will focus new investments in areas that align with our existing strengths and capitalize on emerging opportunities. These areas of research, teaching, and industry partnership represent pathways for technology, community, and economic development; integrate scholarly activities across the entire campus community; and leverage existing programs, assets, and strengths of our region.

SPACE TECHNOLOGIES AND SYSTEMS



There is significant public and private sector investment in space exploration and the development of a vibrant, low-Earth orbit economy. Our focus on space technologies and systems will capitalize on UCF's distinctive history as the *Space University*, our unique research facilities, and insights from disciplines such as engineering, photonics, physics, chemistry, geology, ethics, philosophy, biology, health, medicine, modeling and simulation, psychology, business, economics, communications, political science, and education.

ENTERTAINMENT AND IMMERSIVE EXPERIENCES



As a premier destination for tourism, entertainment, and the arts, Central Florida provides an unparalleled landscape for immersive experiences that allow people to interact in dynamic ways with their real or imagined environments. UCF's focus on entertainment and themed experiences will encourage the development and utilization of dedicated spaces that integrate our expertise in simulation, digital gaming, human computer interface, augmented and virtual reality, hospitality, education, business, and the arts.

HEALTH AND HUMAN PERFORMANCE



Our investments in health and human performance will address prevailing workforce needs in the healthcare sector, encourage distinctive and high-impact research, encourage collaboration between our Academic Health Sciences Center and healthcare providers, and integrate contributions from an eclectic set of disciplines, such as nursing, medicine, population health, biomedical and life sciences, psychology, simulation, engineering, counseling, education, communications, arts, and the humanities.

ENERGY AND SUSTAINABILITY



A new energy future is essential for sustainability of life as we know it. We seek to extend the nearly 250 ongoing energy-related research projects currently funded by government and private industry, continue operating our campuses and facilities with resilience and sustainability, and advance energy research by integrating knowledge from disciplines, including environmental science, public policy, business, optics and photonics, engineering, computer science, modeling and simulation, communications, and education.

TRANSFORMATIVE TECHNOLOGIES AND NATIONAL SECURITY



A focus on transformative technologies and national security will address two related concerns: 1) the prevailing digital transformation of industries and organizations, and 2) the U.S. Department of Defense's (DoD) demands for new operational concepts, increasingly joint operations, and emerging science and technology trends. We seek to increase research activity in support of national security and technology integration, invest in infrastructure to perform classified and sensitive work, and accelerate technology development.

MEASURING OUR SUCCESS

1	STUDENT SUCCESS AND WELL-BEING	2022	2027 GOAL
	FTIC Freshman Retention Rate ¹	92%	93%
	FTIC 4-year Graduation Rate ^{1,2,3}	50%	65%
	FTIC 6-year Graduation Rate ^{1,2,3}	74%	76%
	FTIC Pell Recipient 6-year Graduation Rate ^{2,3}	71%	76%
	FCS AA 2-year Graduation Rate ^{1,2}	32%	50%
	Percentage of Graduating Students With HIP Experience ⁴	86%	100%
	Undergraduate Class Size Index Rank ³	379	275
	Percentage of Graduates Enrolled or Employed (\$30,000) ²	63%	70%
	Percentage of Graduates Without Fed. Student Loan Debt ³	54%	60%
2	DISCOVERY AND EXPLORATION	2022	2027 GOAL
	Total R&D Expenditures ^{1,2}	\$239M	\$350M
	Patents Awarded Annually ¹	52	55
	Licenses and Options Executed Annually ¹	28	36
	Number of Start-up Companies Created ¹	2	6
	Faculty FTE ⁵	1,787	2,100
	Post-doctoral Appointees ²	142	225
3	COMMUNITY AND CULTURE	2022	2027 GOAL
	National Academy Memberships ²	8	10
	Faculty ⁶ and Staff ⁷ Satisfaction	66%	80%
	Carnegie Classification for Community Engagement	✓	✓
	Alumni Participation Rate ³	5.6%	9.0%
	Pegasus Partnerships	—	5
4	INNOVATION AND SUSTAINABILITY	2022	2027 GOAL
	Endowment Value ¹	\$201M	\$350M
	Annual Fundraising	\$70M	\$100M
	STARS Rating ⁸	Silver	Gold
	Peer Evaluation Rank ³	2.9	3.3

Notes. **1:** 2022 Accountability Plan. **2:** Preeminent University Metric. **3:** U.S. News & World Report. **4:** Undergraduate research, learning communities, internships, global learning (i.e., study abroad), designated and capstone courses. **5:** Faculty FTE from the Common Data Set (CDS). **6:** Percentage of faculty answering “satisfied” or “very satisfied” in response to COACHE survey item # 250B, “Indicate the extent to which you are satisfied with UCF as a place to work.” **7:** Percentage of staff answering “strongly agree” or “agree” in response to UCF’s Campus-wide Culture and Climate Survey item, “I am satisfied overall with my interactions with other employees.” **8:** Sustainability Tracking Assessment and Rating System.



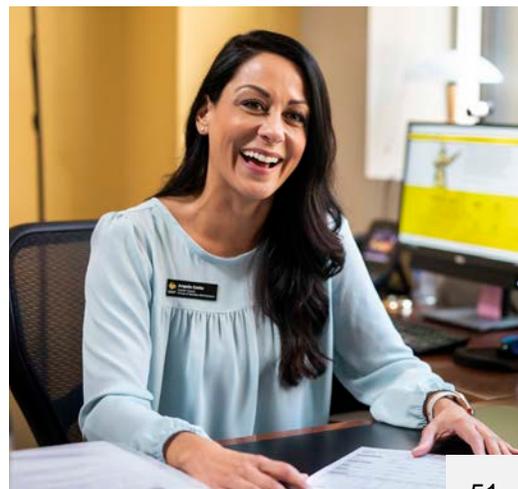


INVESTING IN EXCELLENCE

Since its founding, UCF has proven that it has the capacity to realize a strong return on investment. We do this by delivering “Top 50” overall student outcomes with faculty and financial resources that rank below 350 nationally by *U.S. News & World Report*. UCF has been recognized as one of the “most innovative” and “best value” public universities, but as we remain committed to delivering efficient results and improving student and research outcomes, new recurring and non-recurring resources are needed to fuel our pursuit of international recognition and world-class academic programs. Because a vision without resources is hallucination, the university will focus on optimizing our existing operations while also generating new resources to support the priorities set forth in this plan.

OPTIMIZE EXISTING RESOURCES

The university is currently in the process of implementing a new, cloud-based enterprise resource planning system, a service center for finance and human resources operations, and a “responsibility center management” budget model in the next fiscal year. These multi-year initiatives will transform the way the university operates in serving our students, faculty, and staff by increasing the effectiveness and efficiency of our administrative processes. Integrating these new systems will eliminate the wide variation in how services are currently performed, support the overarching mission of elevating research and education, and affirm our commitment to being a prudent steward of tuition, investor, and taxpayer dollars. These initiatives will also provide university leadership with the tools needed to align and deploy resources with strategic intent.



\$150 MILLION OF RECURRING INVESTMENT BY 2027

As UCF begins to unleash our potential toward becoming the **University for the Future**, we will need to identify new sources of revenue while also redirecting existing resources toward our people, infrastructure, and facilities.

This funding plan includes:

\$50 MILLION FROM EXISTING RECURRING FUNDS REDIRECTED TO STRATEGIC PRIORITIES BY 2027.

Through the creation of a strategic investment fund, the university has identified \$23 million in recurring funds that can be redistributed to strategic priorities supporting the university's academic mission. Implementation of strategic sourcing procurement practices and centralization of operating functions will reduce or eliminate duplicate costs, enable economies of scale, and allow for gains from mundane activities such as the utilization of unused purchasing discounts.

\$100 MILLION OF NEW RECURRING FUNDING FROM DIVERSE SOURCES TO BE DIRECTED TOWARD STRATEGIC PRIORITIES BY 2027.

◆ **\$50 million from additional allocations from the state**

◆ **\$50 million from revenue diversification and growth, including:**

- › Strategic enrollment planning to realize net incremental tuition revenue by extending access to varied learning modalities and by modifying the university's mix of undergraduate, graduate, professional, out-of-state, and international students.
- › An increase in the university's endowment and current-use philanthropy for strategic initiatives and budget relief.
- › Additional revenue and indirect cost recovery from funded research, contracts, grants, and auxiliary units.
- › Revenue generated from partnerships of purpose that include collaborative grants, sponsored and applied research, scholarly consortia, research commercialization, and investment in the UCF brand.

\$500 MILLION OF NON-RECURRING INVESTMENT BY 2027

To realize preeminence in the Florida State University System and eligibility for membership in the Association of American Universities (AAU), we will need to secure and invest resources to upgrade our IT infrastructure; enhance, optimize, and secure facilities to support expansion of our teaching and research enterprise; invest capital resources in the built environment for both infrastructure and building upgrades that create the reliability needed on a world-class research campus; and provide capital for enrichment of our areas of strategic focus.



NEXT STEPS

Unleashing Potential articulates the vision, goals, and metrics that will focus UCF's efforts to become the **University for the Future**. The plan sets direction and identifies high-level objectives — serving as the foundation for our launch of a coordinated implementation effort during the 2022-23 academic year.

Implementation of the plan will include:

- › **Charging the University's Strategic Planning Council**, composed of faculty, staff, students, and administrators, to develop an integrated implementation structure that encourages alignment among all aspects of the university — academic affairs, student affairs, business and finance, facilities, IT, communications, advancement, etc.
- › **Creating work groups to support the progress of the plan's priorities and strategic areas of focus.**
- › **Coordinating with colleges and administrative units** to develop division-level plans that align investments and activities with the strategic plan's goals and priorities.
- › **Building reporting mechanisms and dashboards to track progress** of initiatives and investments advancing the goals of the plan.
- › **Incorporating oversight and governance components** of the plan into the Board of Trustees' annual workplan in collaboration with the Board Chair and Committee Chairs.



KEY CONTRIBUTORS

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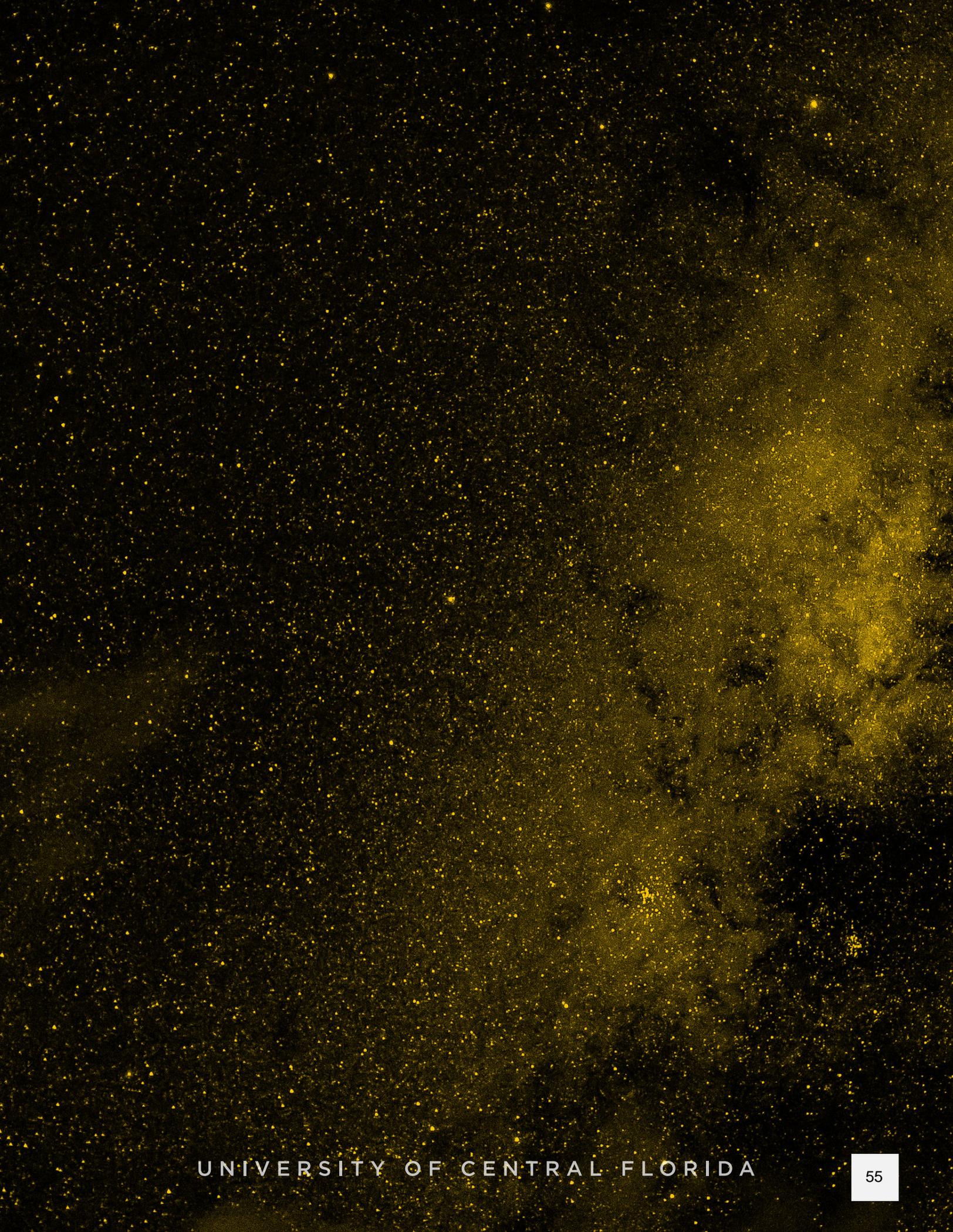
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*Notes. *Members of the Board of Trustees' Ad Hoc Strategic Planning Co*
***Term ended Spring 2022.*





Board of Trustees Regular Meeting | May 26, 2022

BOT-2: Memorandums of Understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF) and the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA)

- Information
 Information for upcoming action
 Action

Meeting Date for Upcoming Action: May 26, 2022

Purpose and Issues to be Considered:

The sole purpose of the memorandums of understanding is to provide a one-time payment to eligible in-unit employees. The university announced a one-time payment program for all Faculty, A&P, and USPS employees. For in-unit employees represented by UFF and PBA, ratification of the Board of Trustees is required. The eligible UFF employees will receive the payment on June 3, 2022, and the eligible PBA employees will receive the payment on June 10, 2022. The amount of the one-time payment made to each in-unit employee is determined by their annual salary and their full-time equivalent (FTE). Employees with lower salaries are to receive larger one-time payments.

The UCF Board of Trustees and the United Faculty of Florida (UFF) and the Police Benevolent Association (PBA) reached tentative agreements on May 16, 2022, and May 18, 2022, respectively. The UFF union membership will hold a ratification vote on the memorandum of understanding on May 31, 2022, and the PBA union membership will hold a ratification vote on the memorandum of understanding on May 23, 2022.

Background Information:

Florida Board of Governors Regulation 1.001(5)(b) provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

Almost 1600 in-unit employees at the University of Central Florida are represented for purposes of collective bargaining by the UFF. Under the Board of Trustees' Resolution on Presidential Authority, the Board delegates the administration of collective bargaining agreements and matters to the President, who assigns a collective bargaining team to negotiate agreements. Charles H. Reilly, Associate Provost, currently serves as the chief negotiator on behalf of the university.

Almost 70 in-unit employees at the University of Central Florida are represented for purposes of collective bargaining by the PBA. Under the Board of Trustees' Resolution on Presidential Authority, the Board delegates the administration of collective bargaining agreements and matters to the President, who assigns a collective bargaining team to negotiate agreements. Maureen M. Binder, Associate Vice President and Chief HR Officer, currently serves as the chief negotiator on behalf of the university.

**Recommended Action:**

The University recommends ratification of the memorandums of understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF) and the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA).

Alternatives to Decision:

Decline the ratification of the memorandum(s) of understanding.

Fiscal Impact and Source of Funding:

UFF: The total fiscal impact of the non-recurring payments in the memorandum of understanding is \$4,347,170.00. The non-recurring cost of the one-time payments totals \$4,347,170 and will be funded from E&G funds unless sufficient funds are available within the auxiliary unit for auxiliary-funded employees or from the contract or grant for C&G-funded employees.

PBA: The total fiscal impact of the non-recurring payments in the memorandum of understanding is \$244,080. The non-recurring cost of the one-time payments totals \$244,080 and will be funded from E&G funds.

Authority for Board of Trustees Action:

BOG Regulation 1.001(5)(a), (b) Resolution on Presidential Authority, Section 3(e)

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Maureen M. Binder, Associate Vice President, and Chief HR Officer
Charles H. Reilly, Associate Provost

Supporting Documentation:

Attachment A: Memorandum of Understanding Between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF)

Attachment B: Memorandum of Understanding Between the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA)

Facilitators/Presenters:

Michael Johnson, Provost and Executive Vice President
Youndy Cook, Vice President and General Counsel
Maureen M. Binder, Associate Vice President, and Chief HR Officer
Charles H. Reilly, Associate Provost

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding ("MOU") is entered into by and between the University of Central Florida Board of Trustees ("UCF") and the UCF Chapter of the United Faculty of Florida ("UFF") for the purpose of implementing a one-time payment for all eligible in-unit employees.

WHEREAS UFF is the certified bargaining agent for a unit of employees of the University of Central Florida;

WHEREAS the parties recently concluded collective bargaining negotiations for a 2021-2024 collective bargaining agreement ("CBA"); and

WHEREAS UCF and UFF hereby agree to fully implement a one-time payment to all eligible in-unit employees covered by the collective bargaining agreement, as described below.

One-Time Payment

The university shall implement a one-time payment for all eligible in-unit employees to be included in paychecks on June 3, 2022.

Eligibility Criteria

- A. Employees must have been employed in a regular, continual, non-OPS employment relationship with the University on March 4, 2022. They must also have remained continuously employed through the date of implementation.
- B. Employees, including 9-month employees on a short work break, must be in active pay status at the time of payment.
- C. Employees must not have a disciplinary action within the 12-month period preceding the payment.
- D. Employees on interim, visiting, or other time-limited appointments are eligible for the one-time payment.

One-time payment amount

Each eligible employee will receive a one-time payment based on their June 3, 2022 salary. Employees with an FTE below 1.0 will receive a one-time payment that is proportional to their FTE. The following table lists the one-time payment amount for in-unit employees based on salary ranges at 1.0 FTE.

Salary Range (at 1.0 FTE)	One-time payment amount
Up to \$25,000.00	\$4,250.00
\$25,000.01-30,000.00	\$4,000.00
\$30,000.01-40,000.00	\$3,750.00
\$40,000.01-50,000.00	\$3,500.00
\$50,000.01-60,000.00	\$3,250.00
\$60,000.01-\$70,000.00	\$3,000.00
\$70,000.01-85,000.00	\$2,750.00
\$85,000.01-100,000.00	\$2,500.00
\$100,000.01-125,000.00	\$2,250.00
\$125,000.01-150,000.00	\$2,000.00
\$150,000.01-200,000.00	\$1,750.00
\$200,000.01-300,000.00	\$1,500.00
Over \$300,00.00	\$1,250.00

Signed this 16th day of May, 2022.

Charles H. Reilly

UCF Representative

Talat S Rahman

UFF Representative

May 16, 2022

Date

May 16, 2022

Date

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding ("MOU") is entered into by and between the University of Central Florida and the West Central Florida Police Benevolent Association ("PBA") for the purpose of implementing a one-time payment for all eligible in-unit employees.

WHEREAS, UCF and PBA are parties to a Collective Bargaining Agreement ("CBA"), and

WHEREAS, UCF and PBA have recently concluded negotiations for a 2021 - 2024 collective bargaining agreement; and

WHEREAS, UCF and PBA, hereby agree to fully implement a one-time payment to all eligible in-unit employees covered by the collective bargaining agreement, as described in the Appendix herein; and

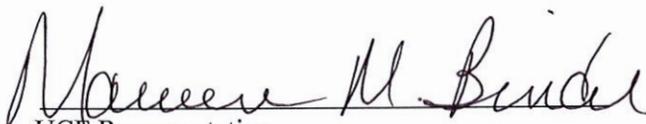
One-Time Payments.

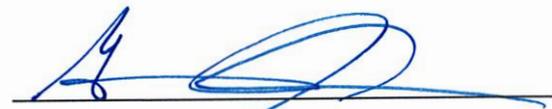
The university shall implement a one-time payment as described in the Appendix herein for all eligible in-unit employees to be included in paychecks on June 10, 2022.

Eligibility Criteria

- A. Employees must have been employed in a regular position on or before for at least 90 days, and have been continuously employed through the date of implementation, which is June 10, 2022.
- B. Employees must have a current performance appraisal of at least "Satisfactory" or "Effective." If a current performance appraisal is not on file with Human Resources, a performance rating of "Satisfactory" or "Effective" will be assumed.
- C. Employees may not have resigned, received a notice of non-reappointment or termination, or an advance notice of separation at the time of implementation. Employees on interim, visiting, or other time-limited appointments are eligible for the one-time payment. Employees who have been provided notification of lay off from the university will not be eligible for the one-time payment.
- D. One-time payments for eligible contract & grant (C&G), auxiliary, local and COM-FPP employees must be paid from the appropriate contract & grant, auxiliary, local or COM-FPP revenues. No E&G funds are provided in support of these payments.

Signed this 18th day of May, 2022.


UCF Representative


PBA Representative


PBA Representative

5-18-22
Date

May 18th, 2022
Date

Appendix

Payment amounts to be provided to be provided to employees based on their annual salaries. When annual salaries are calculated, annual salaries shall be determined by the bargaining unit member's base rate of pay ONLY and shall not include any type of add pays. Add pays include, but are not limited to, shift differential, degree incentive pays, CJSTC incentive pays, additional payments for assignments (ex. Detectives, Special Teams, etc.)

Salary Brackets	Payment Amount
\$40,001 - \$50,000	\$3,500.00
\$50,001 - \$60,000	\$3,250.00
\$60,001 - \$70,000	\$3,000.00
\$70,001 - \$85,000	\$2,750.00



Board of Trustees
May 26, 2022

BUD-1: Proposed 2022-23 University Operating Budget

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

University budgets are developed in accordance with the laws of Florida and Florida Board of Governors' regulations. The goal of the university's budget planning process is to achieve a balanced budget while optimizing resources and allocating those resources to align with the university's strategic priorities. To achieve this goal, the university has a responsibility to submit an annual operating budget to the Board of Trustees each year.

The Proposed FY 2022-23 Operating Budget is preliminary and has been recommended by the University Budget Committee. The final budget will be presented for approval in the fall once the governor signs the appropriation bill and enrollment is seated.

The annual budget incorporates an all-funds approach and includes the following budget entities:

1. Education and General (E&G)
2. Auxiliary Enterprises
3. Contracts and Grants (including foundation support)
4. Local Funds (including athletics)
5. Faculty Practice Plan

University departments are accountable for their respective budget and will maintain a balanced budget by monitoring spending and notifying the Budget Office in advance of any potential cost overruns. If overspending occurs, departments will work in conjunction with their division budget directors and the Budget Office to resolve the overspending.

During fiscal year 2022-23, staff shall keep the university board of trustees informed of the status of the operating budget through quarterly updates.

Background Information:

This fiscal year 2022-23 Operating Budget represents the first year presented under the university's new Responsibility Centered Management budget model (RCM). This model separates the university into primarily three distinct sections: revenue generating units (colleges), central support units, and auxiliary enterprise units.

Each college and unit were responsible for submitting a budget proposal to the University Budget Committee, reflecting total operating needs for the fiscal year. College operating needs are funded from their allocation of tuition and fee revenue as well as their share of state appropriations. Central support units are funded primarily through an allocation of their costs to each of the revenue generating units. Auxiliary enterprise units are expected to be self-supporting and must balance their projected revenues with their planned expenses. A strategic pool of funds is accumulated through an 18% participation fee charged to the revenue generating units and this pool of funds is used to reallocate resources across the colleges in the form of subvention, at the discretion of the provost.



The initial development of this budget resulted in planned uses that exceeded projected sources by approximately \$21M. This difference was caused by a \$13M increase in necessary central support unit costs coupled by a \$7M decrease in tuition expected. We are confident that this preliminary deficit will be addressed as the work of the UBC continues during the summer well in advance of the final budget being produced. That confidence stems from a keen understanding of where budget opportunities exist to curtail spending and realign resources such that we do not have funds going into carryforward in a subsequent year. The UBC will continue its work over the summer to get the budget into balance.

Recommended Action:

Recommend approval of FY 2022-23 Proposed Operating Budget and authorize the President, or his designee, to amend the budget consistent with Legislative, Board of Governors’ and BOT directives and guidelines.

Alternatives to Decision:

Require adjustments to the proposed budget.

Fiscal Impact and Source of Funding:

The proposed operating budget balances sources of funds against uses of funds. Excluding Financial Aid which serves predominately as a pass through, sources of funding for the university are comprised of 37% Tuition and Fees, 29% State Appropriations, 18% contracts and grants, and the remaining 16% from a combination of philanthropy, auxiliary services and other income. The university’s largest expense remains in personnel, again excluding financial aid and waivers, compensation and benefits represents 64% or \$837M of total planned expenditures. Services and supplies at \$309M represent another 23% of planned expenditures.

Authority for Board of Trustees Action:

Florida Statute 1011.40(2) provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.”

Florida Board of Governors Regulation 9.007(1) states that each university president shall prepare an operating budget for approval by the university board of trustees in accordance with the instructions, guidelines and standard formats provided by the Board of Governors.

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: Preliminary Consolidated Sources and Uses

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance
Misty Shepherd, Senior Associate Vice President for Financial Affairs

Attachment A

Consolidated Sources and Uses
Fiscal Year 2022-23
Preliminary

	Responsibility Centers	Central Support Units	Auxiliary Enterprises	Total Plan
Sources				
Tuition and Fees	376,193,256	91,826,364	31,192,592	499,212,212
Federal and State Student Financial Aid	16,635,440	489,139,249	-	505,774,689
State Appropriations	372,445,800	26,930,558	-	399,376,358
Contracts and Grants	153,577,216	116,899,212	59,511	270,535,939
Foundation Support	9,797,845	9,435,195	-	19,233,040
Sales and Services	49,565,114	62,074,608	47,394,290	159,034,012
Investment Income (Realized)	1,772	3,727,513	471,460	4,200,745
Other Income	24,059,178	46,287,423	(4,680,393)	65,666,208
Subtotal Sources	1,002,275,621	846,320,122	74,437,460	1,923,033,203
Uses				
Compensation and Benefits	515,500,474	291,240,416	31,070,759	837,811,649
Service and Supplies	65,308,289	222,276,843	22,156,231	309,741,363
Utilities and Communication	4,162,629	32,755,593	4,007,962	40,926,184
Scholarships, Fellowships and Other Stu. Fin Aid	68,150,288	531,225,702	113,300	599,489,290
Waivers	36,380,742	-	-	36,380,742
Capital Assets	8,073,241	11,920,095	280,000	20,273,336
Debt Service	31,096	819,865	8,762,263	9,613,224
Other Expenses	22,487,645	65,192,379	8,123,715	95,803,739
Subtotal Uses	720,094,404	1,155,430,893	74,514,230	1,950,039,527
Central Support Allocation	(299,585,992)	299,585,992	-	-
Net Operating Surplus/ (Deficit)	(17,404,775)	(9,524,779)	(76,770)	(27,006,324)
Provost Participation Fee	(116,922,041)	-	-	(116,922,041)
Provost Annual Subvention	-	116,922,041	-	116,922,041
(Increase)/Decrease to Reserve Balance	(4,203,537)	9,524,779	76,770	5,398,012
Net After Subvention and Reserves	(138,530,353)	116,922,041	-	(21,608,312)



Board of Trustees
May 26, 2022

BUD-2: Proposed 2022-23 University Spending Authority

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Proviso language included annually in the General Appropriations Act (House Bill 5001 for FY 2022-23) states in part “Funds...shall be expended in accordance with operating budgets that must be approved by each university’s board of trustees.” In order to ensure compliance with proviso requirements, the University is required to submit a proposed operating budget approved by the university board of trustees to the Board of Governors prior to the beginning of the new fiscal year.

The Proposed Spending Authority for FY 2022-23 in the amount of \$2 billion, is due for submission to the Board of Governors on June 30, 2022.

The following budget entities are included for BOT approval:

1. Education and General (E&G)
 - a. E&G Main
 - b. E&G College of Medicine
 - c. Florida Center for Students with Unique Abilities
2. Auxiliary Enterprises
3. Contracts and Grants
4. Local Funds
 - a. Student Activity and Service
 - b. Student Financial Aid
 - c. Athletics
 - d. Concessions
 - e. Technology Fee
 - f. Self-Insurance Program
5. Faculty Practice Plan

Authority for the President to amend the budget is necessary to accommodate changes in revenues, expenditures, and statutory budget amendments that may occur throughout the upcoming year. During fiscal year 2022-23, the President shall keep the university board of trustees informed of the status of the operating budget through quarterly updates.

Background Information:

The attached proposed spending plan includes assumptions for tuition and state appropriations that have not been finalized. The 2022 legislative session has ended, and we have preliminary numbers pending the Governor’s signature. Additionally, our final tuition projections are established after the beginning of the Fall term once enrollment is seated. What we present today will be noticed as preliminary and in accordance with state regulations, we will be presenting our final fiscal year 2022-23 spending plan in the Fall.



Our preliminary projections include a \$57 million decrease in spending across all budget entities compared to prior year. The predominant driver for this decrease is based on federal relief funding. For fiscal year 2023, the university is planning for most operations to return to pre-pandemic levels and federal support funding, which has contributed significantly over the past two years, to recede accordingly.

Recommended Action:

Recommend approval of fiscal year 2022-23 Proposed University Spending Authority and authorize the President, or his designee, to amend the budget consistent with Legislative, Board of Governors’ and BOT directives and guidelines.

Alternatives to Decision:

The approval of a preliminary operating budget before the beginning of a fiscal year is required by law. Therefore, the university would be in non-compliance if the decision is made to not submit a preliminary plan before the upcoming year.

Fiscal Impact and Source of Funding:

The proposed spending authority for fiscal year 2022-23 is \$2 billion which will be funded through approximately \$24M from Non-E&G reserves and the following current year sources:

- Educational & General \$750M
- Contracts & Grants \$303M
- Auxiliaries \$327M
- Local Funds \$734M
- Faculty Practice Plan \$ 15M

Authority for Board of Trustees Action:

Florida Statute 1011.40(2) provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.”

Florida Board of Governors Regulation 9.007(1) states that each university president shall prepare an operating budget for approval by the university board of trustees in accordance with the instructions, guidelines and standard formats provided by the Board of Governors.

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: Preliminary Spending Authority

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance
Misty Shepherd, Senior Associate Vice President for Financial Affairs

Attachment A

**University of Central Florida
Preliminary Spending Authority
Fiscal Year 2022-23**

	FY 2021-22 Spending Authority	FY 2022-23 Spending Authority	Increase/ (Decrease)	% Change
E&G Main ¹	\$ 656,674,814	\$ 690,440,416	\$ 33,765,602	5.1%
E&G College of Medicine ²	47,429,146	50,161,611	2,732,465	5.8%
E&G Florida Center for Students with Unique Abilities	8,984,565	8,984,565	-	0.0%
Contracts and Grants ³	319,991,075	303,612,443	(16,378,632)	-5.1%
Auxiliaries ⁴	305,999,193	326,938,434	20,939,241	6.8%
Local Funds				
Student Activities ⁵	24,197,328	27,405,922	3,208,594	13.3%
Student Financial Aid ⁶	727,540,204	604,626,432	(122,913,772)	-16.9%
Concessions	800,000	800,000	-	0.0%
Intercollegiate Athletics ⁷	74,209,459	83,973,018	9,763,559	13.2%
Technology Fee ⁸	11,863,810	16,824,738	4,960,928	41.8%
Self-Insurance Plan	563,167	598,630	35,463	6.3%
Faculty Practice Plan ⁹	8,246,368	14,563,620	6,317,252	76.6%
Total Uses of Resources	\$ 2,186,499,129	\$ 2,128,929,829	\$ (57,569,300)	-2.6%

¹ Increase in E&G Main spending authority is primarily related to

BOG Amendments in 2021-22

#1 Performance Based Funding	\$ (2,277,594)
#2 Risk Management Adjustment	(301,752)
#3 Non recurring STEM waiver funding	<u>2,843,938</u>

2021-22 net increase in E&G Authority

Increase in state tuition authority \$ 10,659,815

Changes in state appropriation:

Operational Support	\$ 20,000,000
Nursing Education	6,930,558
Technical Transfers between Main and MD appropriations	(710,425)
Adjustment to non-recurring PTSD Clinic funding	(535,000)
Reversal of non-recurring STEM waivers	<u>(2,843,938)</u>

2022-23 E&G Main net increase in state appropriations

\$ 33,765,602

² Increase in E&G MD spending authority is primarily related to

Increase in state tuition authority	\$ 2,022,040
Technical Transfers between Main and MD appropriations	<u>710,425</u>

2022-23 E&G MD net increase in state appropriations

\$ 2,732,465

³ **Contracts & Grants** - The \$16.4m decrease in Contracts & Grants is primarily related to a \$30m decrease in HEERF spending and a projected ~\$13.7m increase in Contracts and Grants expenditures. The increase in expenditures is driven by a 12% increase in awards.

⁴ **Auxiliaries** - The \$21m increase in spending authority for Auxiliaries is being requested to allow the university sufficient flexibility for the use of the FY21 and FY22 revenue losses reimbursed by HEERF.

⁵ **Student Activities** - The \$3.2m increase in Student Activities is primarily driven by the inclusion of the Student Government Association Ticket Center. This activity was previously classified as an Auxiliary activity.

⁶ **Student Financial Aid** - The \$123m or 17% decrease in Student Financial Aid is primarily due to the following items:

Adjusting Federal funds budget to account for decrease since 2019-20	\$ (84,000,000)
Federal and private loans budget was inflated due to the pandemic	(33,600,000)
Decrease to Bright Futures budget to better align with historical actuals	(16,100,000)
Projected growth in need based awards	<u>10,800,000</u>
	<u><u>\$ (122,900,000)</u></u>

⁷ **Intercollegiate Athletics** - This budget is preliminary and has not been approved by the UCFAA Board. The \$9.3m increase is primarily due to inflationary cost escalation, and contractual salary increases.

⁸ **Technology Fee** - The \$4.9m increase in spending authority is primarily due to expected accelerated spending related to classroom technology improvements and to complete ongoing technology projects.

⁹ **Faculty Practice Plan** - The fiscal 2022-23 spending authority includes a full year of personnel and administrative costs for UCF Health and HealthARCH staff employed in partnership with CoAdvantage. This is the primary driver for the \$6.3m or 77% increase in fiscal 2022-23.



Board of Trustees
May 26, 2022

BUD-3: UCF Convocation Series 2018A Bond Interest Rate Reduction

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

TD Bank has submitted a proposal to the UCF Convocation Corporation (Convocation) to modify the interest rate for the existing Series 2018 Capital Improvement Refunding Revenue Bonds. This proposal contains the following key terms and conditions:

- A proposed interest rate reduction from the current fixed rate of 3.52% to a new fixed rate of 2.82%. This rate is indicative and may be subject to change during final pricing.
- The current bonds are not subject to early redemption prior to July 1, 2023, without penalty. This change would extend the early redemption penalty until July 1, 2032.
- As a result of reducing the rate prior to July 1, 2023, the proposal includes a Forward Start Loan Buy Down Fee of \$165,000 in addition to routine cost of issuance expenses.
- This refinancing will not change any of the current financial covenants or other conditions on the bonds. The bonds will still require a 1.20X coverage ratio and the support agreement with the University will remain in place.

Due to the indicative nature of the interest rate being proposed, the University has included two sets of refinancing calculations for the board’s review.

- Attachment B calculates savings at the proposed rate of 2.82%. A refinancing at this rate would result in NPV percentage savings of 3.95%, NPV dollar savings of approximately \$3.4 million, and total gross savings of approximately \$4.1 million.
- Attachment C calculates savings at a less favorable rate of 3.07%. A refinancing at this rate would result in NPV percentage savings of 2.63%, NPV dollar savings of approximately \$2.0 million, and total gross savings of approximately \$2.5 million.

Background Information:

In September 2004 and June 2005, the Convocation issued Series 2004A certificates of participation for \$68,860,000, and Series 2005A certificates of participation for \$67,400,000. The debt was issued to finance the construction of four residential housing towers and two adjacent parking facilities as well as, certain surrounding commercial retail space. These issuances included both term and serial certificates with maturity dates ranging from October 2007 to October 2035 and interest rates ranging from 2.50 percent to 5.25 percent.



In May 2014, the Convocation issued a \$58,645,000 Refunding Certificate of Participation, Series 2014A to a bank. The certificate refinanced the Series 2004A Certificate and included interest at a fixed rate of 3.61%.

In October 2014, the Convocation issued a \$58,930,000 Refunding Certificate of Participation, Series 2015B to a bank. The certificate refinanced the Series 2005A Certificate and included interest at a fixed rate of 3.80%.

In July 2018, the Convocation issued a \$104,636,000 Refunding Revenue Bond, Series 2018 to TD Bank. TD Bank is the sole holder of the Series 2018 bonds. The bonds refinanced both the Series 2015A and 2015B Certificates and the new bonds bear interest at a fixed rate of 3.52%. The Series 2018 bonds are not subject to maturity prior to July 1, 2023, without penalty.

With the Series 2018 debt refunding's, and the extinguishment of the defeased certificates, the ground leases between the Convocation and the University were terminated. As a result of that termination, all related building and building improvement assets constructed on the leased land transferred in ownership to the University.

With the debt issuances the Convocation entered into separate support agreements with the University, whereby, in the event that net revenues available to pay debt service on bonds are expected to be less than 120 percent of the respective debt service payments due, the University shall defer collecting certain expenditures to cover any such deficiencies. The University is obligated only to the extent that it has legally available revenues to cover the unpaid amounts.

Recommended Action:

Approve the UCF Convocation Corporation to move forward with the TD Bank rate reduction proposal, with the condition that the indicative fixed interest rate will not exceed 3.07% at the time of final pricing.

Alternatives to Decision:

Do not approve the proposed TD Bank rate reduction and instead explore other refinancing options after July 1, 2023.

Fiscal Impact and Source of Funding:

No financial impact.

Authority for Board of Trustees Action:

BOG Regulation 1.001(6)

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance



Supporting Documentation:

Attachment A: TD Bank Rate Modification Proposal for the UCF Convocation Series 2018 Refunding Revenue Bonds

Attachment B: Savings calculations assuming the proposed indicative rate of 2.82%

Attachment C: Savings calculations assuming a less favorable rate of 3.07%

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance

Bert Francis, Assistant Vice President for Debt Management and University Treasurer



TD Bank, N.A.
2307 West Kennedy Boulevard
Tampa, FL 33609
Tel: 813-250-3069
Fax: 813-258-5622
Robert.Catoe@td.com

May 6, 2022

Mr. Albert Francis, CPA
University Treasurer
University of Central Florida
Division of Financial Affairs
4365 Andromeda Loop N, MH 384
Orlando, FL 32816

RE: Modification of UCF Convocation Corporation Capital Improvement Refunding Revenue Bonds, Series 2018 (Student Housing Project)

Dear Mr. Albert Francis,

TD Bank, N.A. (the "Bank") is pleased to submit the following proposal to UCF Convocation Corporation (Corporation) to modify the existing Series 2018 Capital Improvement Refunding Revenue Bonds ("Series 2018")

The structure of the proposed Credit Modification is outlined in the attached term sheet (Exhibit A) which provides a statement of suggested terms, but under no circumstance shall such statement be construed as a complete summarization of terms necessary for consummation of the proposed Credit Modification. PLEASE NOTE THIS PROPOSAL IS SUBJECT TO FORMAL CREDIT REVIEW AND UNDERWRITING IN ACCORDANCE WITH THE BANK'S INTERNAL POLICY AND NOTHING HEREIN SHALL CONSTITUTE A BINDING COMMITMENT TO LEND. Further, we expressly advise you that TD Bank, N.A. has not approved the Credit Accommodation. The Bank shall not be liable to the Corporation or any other person for any losses, damages or consequential damages which may result from the Village's reliance upon this proposal letter, the proposed Credit Accommodation, the proposed term sheet or any transaction contemplated hereby.

The Bank's Loan Proposal is subject to acceptance by the Corporation prior to 3:00 pm eastern standard time on May 31, 2022 and is contingent upon a Loan Closing with mutually acceptable documents between the Corporation and Bank prior to 3:00 pm eastern standard time on July 30, 2022.

This letter, including the terms contained within the proposed Credit Accommodation, is delivered to you on the condition that its existence and its contents will not be disclosed without our prior written approval, except (i) as may be required to be disclosed in any legal proceeding or as may otherwise be required by law and on a confidential and "need to know" basis, to your directors, officers, employees, advisors and agents.

We appreciate this opportunity and are delighted to provide this Proposal. We look forward to working with you to successfully complete this transaction. My contact information is noted above.

Very truly yours,

TD BANK, N.A.

By: 
Robert W. Catoe
Vice President

TD Bank, N.A.
TERMS AND CONDITIONS OF CREDIT MODIFICATION DATED
May 6, 2022 (“Loan”)

THIS IS A STATEMENT OF TERMS AND CONDITIONS AND NOT A COMMITMENT TO LEND. ALL CREDIT ACCOMMODATIONS ARE SUBJECT TO FORMAL CREDIT UNDERWRITING AND APPROVAL.

1. Loan

- a) **Borrower(s):** UCF Convocation Corporation (the "Borrower")
- b) **Facility:** Tax-Exempt, Capital Improvement Revenue Bonds, Series 2018
- c) **Purpose:** Rate Modification on a forward basis
- d) **Amount:** Not to exceed \$85,970,000.00 USD
- e) **Collateral:** Secured by Gross Housing Project Revenues and a support agreement from the University (as further described in the Trust Indenture)
- f) **Settlement Date:** On or before June 30, 2022
- g) **Maturity:** October 1, 2035
- h) **Repayment Terms:** Interest on the 2022 Bonds shall be payable semiannually on April 1 and October 1.

Principal shall be payable annually on October 1 and at maturity, fully amortized over the life of the loan as set forth in the Preliminary Loan Amortization Schedule (see Appendix A).
- j) **Interest Rate:** Non Bank-Qualified Fixed Rate
Indicative Tax-Exempt Fixed Rate: **2.82%**

Final Loan rate will be set upon formal approval by Borrower of the loan rate modification documents.
- k) **Prepayment Provision:** The Series 2018 Bonds will be subject to the following Make Whole Provision prior to July 1, 2032. On or after July 1, 2032, the Series 2018 Bonds may be prepaid without penalty.

Make Whole Provision:

At the time of any full or partial prepayment, a “Yield Maintenance Fee” in an amount computed as follows shall apply:

This Bond may be prepaid on any Business Day in whole or in part upon

thirty (30) days prior written notice to the Bank. In the event of any prepayment of this Bond, whether by voluntary prepayment, acceleration or otherwise, the Borrower shall, at the option of the Bank, pay a "fixed rate prepayment charge" equal to the greater of (i) 1.00% of the principal balance being prepaid multiplied by the "Remaining Term," as hereinafter defined, in years or (ii) a "Yield Maintenance Fee" in an amount computed as follows:

The current cost of funds, specifically the bond equivalent yield for United States Treasury securities (bills on a discounted basis shall be converted to a bond equivalent yield) with a maturity date closest to the "Remaining Term", shall be subtracted from the "Stated Interest Rate". If the result is zero or a negative number, there shall be no Yield Maintenance Fee due and payable. If the result is a positive number, then the resulting percentage shall be multiplied by the amount being prepaid times the number of days in the "Remaining Term" and divided by 360. The resulting amount is the "fixed prepayment charge" due to the Bank upon prepayment of the principal of this Loan plus any accrued interest due as of the prepayment date and is expressed in the following calculation:

Yield Maintenance Fee = [Amount Being Prepaid x (Stated Interest Rate - Current Cost of Funds) x Days in the Remaining Term/360 days] + any accrued interest due "Remaining Term."

"Remaining Term" as used herein shall mean the shorter of (i) the remaining term of the 2022 Bond, or (ii) the remaining term of the then current fixed interest rate period.

l) **Default Rate of Interest:**

The "default rate of interest" shall be six (6) percentage points in excess of the Prime Rate as quoted in the Wall Street Journal.

Events of Default: Will include, but not be limited to:

- (1) Breach of representation or warranties
- (2) Violation of covenants
- (3) Bankruptcy or insolvency
- (4) Final, non-appealable judgements against the Borrower or University if excess of \$10,000,000
- (5) Payment default

m) **Late Charges:**

If any payment due to the Bank is more than fifteen (15) days overdue, a late charge of six percent (6%) of the overdue payment shall be assessed.

2. **Fees and Expenses:** The Borrower shall pay to the Bank on demand any and all costs and expenses (including, without limitation, reasonable attorneys' fees and disbursements, court costs, litigation and other expenses) incurred or paid by the Bank in connection with the Bond.

Forward Start Loan Buy Down Fee (due at closing): \$165,000.00

3. Financial Reporting:

a) *Borrower(s) shall furnish the following financial reports:*

<u>Type of Report(s)</u>	<u>Frequency</u>	<u>Due Date</u>
<i>Audited Financial Statements</i>	Annually	Within 270 days after the end of the fiscal year
<i>Annual Budget</i>	Annually	Within 30 days after its adoption
<i>Compliance Certificate</i>	Annually	9/25
<i>UCF Audited Financial Statements</i>	Annually	Within 270 days after the end of the fiscal year.

The Bank reserves the right to request reasonable additional financial information to supplement or verify certain financial assumptions or verify the creditworthiness of the Borrower

4. Legal Opinion:

Prior to closing, there shall be delivered to the Bank an opinion of Bond Counsel acceptable to the Bank covering matters customary for a transaction of this type and nature and which shall, without limitation, opine that: (1) the Borrower is duly formed; (2) all loan documents have been validly authorized and executed by and on behalf of the Borrower, if any; (3) all loan documents are valid, binding, enforceable in accordance with their terms and do not violate any legal requirements, including without limitation, organizational documents, laws and material agreements; (4) the loan and loan documents are exempt from registration and qualification under the Securities Act of 1933 and Trust Indenture Act of 1939, and (5) the interest on the Bond is excludable from the gross income of the Bank. An opinion of counsel to the Corporation in form and substance satisfactory to the Bank.

5. Financial Covenants

All standard covenants and provisions shall be applicable to the Term Loan, including but not limited to:

Rate Covenant Test: Annually, university shall fix, establish and collect such fees, rentals and other charges from students, faculty members and others using or being served by the Housing System and the Retail Components, so that the Housing System Revenues and Retail Revenues shall be sufficient in each Fiscal Year to pay at least 120% of the Annual Bond Service Requirement for all Bonds coming due in such Fiscal Year plus an amount equal to at least 100% of an amount equal to the Operating Expenses coming due in such Fiscal Year.

6. Other Conditions:

- a. Existing Support Agreement provided by the University to remain in place until the Loans are repaid in full.
- b. Bank agrees to no acceleration as a remedy on the basis of the inclusion of all existing rights and remedies to include a most favored nation's clause with the exception of corporate tax adjustment language.
- c. Borrower may not incur any additional debt without prior written consent of the Bank.
- d. University to collect all housing revenues on behalf of the Corporation and to provide current agreed-upon services.
- e. The implementation of certain terms, conditions, covenants or other non-material changes to the

proposed Credit Accommodation required as part of the Bank's formal credit approval shall be deemed an approval in substantially the form outlined in this proposed Credit Accommodation.

- f. All standard representations, warranties, rights and remedies in the event of default that are acceptable to the bank.
- g. No material adverse change in the Borrower's financial condition prior to settlement date.
- h. All legal matters and documentation to be executed in connection with the contemplated proposed Credit Accommodation shall be satisfactory in form and substance to the Bank and counsel to the Bank.
- i. The Bank shall not be required to enter into the proposed Credit Accommodation until the completion of all due diligence inquiries, receipt of approvals from all requisite parties and the execution and receipt of all necessary documentation reasonably acceptable to the Bank and its counsel. Furthermore, certain assumptions are made for this proposal which, if altered, could affect the overall credit approval and or terms of the proposed Credit Accommodation.
- j. Meeting with UCF Treasury/cash management team to discuss "best effort" approach toward TD Bank earning non-credit banking business of the University.

Patriot Act Notice. Lender is subject to the requirements of the USA Patriot Act (Title III of Pub. L. 107- 56) (signed into law October 26, 2001)) (the "Act") and hereby notifies the Borrower and Guarantor that pursuant to the requirements of the Act, it is required to obtain, verify and record information that identifies the Borrower and Guarantor, which information includes the name and address of the Borrower and Guarantor and other information that will allow Lender to identify the Borrower and Guarantor in accordance with the Act.

THIS PROPOSAL IS NOT AND SHOULD NOT BE CONSTRUED AS A COMMITMENT BY THE BANK OR ANY AFFILIATE TO ENTER INTO ANY CREDIT ACCOMMODATION.

Appendix A: Amortization Schedule

Payment Date	Principal Payment	
10/1/2022	\$	5,100,000
10/1/2023	\$	5,270,000
10/1/2024	\$	5,465,000
10/1/2025	\$	5,650,000
10/1/2026	\$	5,850,000
10/1/2027	\$	6,050,000
10/1/2028	\$	6,260,000
10/1/2029	\$	6,480,000
10/1/2030	\$	6,705,000
10/1/2031	\$	6,945,000
10/1/2032	\$	7,185,000
10/1/2033	\$	7,430,000
10/1/2034	\$	7,695,000
10/1/2035	\$	3,885,000
	\$	85,970,000

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University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

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SOURCES AND USES OF FUNDS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Sources:

Bond Proceeds:	
Par Amount	84,645,000.00
Other Sources of Funds:	
Principal & Interest Contribution	2,167,618.04
	<hr/>
	86,812,618.04
	<hr/> <hr/>

Uses:

Refunding Escrow Deposits:	
Cash Deposit	86,474,357.33
Delivery Date Expenses:	
Cost of Issuance	170,000.00
Commitment Fee	<hr/> 165,000.00
	335,000.00
Other Uses of Funds:	
Additional Proceeds	3,260.71
	<hr/>
	86,812,618.04
	<hr/> <hr/>

Note: Converts to Tax Exempt rate of 2.40% as of call date 10/1/2023

BOND SUMMARY STATISTICS

University of Central Florida-Convocation Capital Improvement Refunding Bonds Series 2022 Preliminary Discussion Only

Dated Date	06/01/2022
Delivery Date	06/01/2022
First Coupon	10/01/2022
Last Maturity	10/01/2035
Arbitrage Yield	2.820348%
True Interest Cost (TIC)	2.820348%
Net Interest Cost (NIC)	2.820000%
All-In TIC	2.883768%
Average Coupon	2.820000%
Average Life (years)	7.138
Duration of Issue (years)	6.346
Par Amount	84,645,000.00
Bond Proceeds	84,645,000.00
Total Interest	17,037,594.00
Net Interest	17,037,594.00
Total Debt Service	101,682,594.00
Maximum Annual Debt Service	7,816,356.00
Average Annual Debt Service	7,626,194.55
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	
Total Underwriter's Discount	_____
Bid Price	100.000000

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
Bond Component	84,645,000.00	100.000	2.820%	7.138	52,648.10
	84,645,000.00			7.138	52,648.10

	TIC	All-In TIC	Arbitrage Yield
Par Value	84,645,000.00	84,645,000.00	84,645,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense		(170,000.00)	
- Other Amounts		(165,000.00)	
Target Value	84,645,000.00	84,310,000.00	84,645,000.00
Target Date	06/01/2022	06/01/2022	06/01/2022
Yield	2.820348%	2.883768%	2.820348%

SUMMARY OF REFUNDING RESULTS

University of Central Florida-Convocation Capital Improvement Refunding Bonds Series 2022 Preliminary Discussion Only

Dated Date	06/01/2022
Delivery Date	06/01/2022
Arbitrage yield	2.820348%
Escrow yield	0.000000%
Value of Negative Arbitrage	
Bond Par Amount	84,645,000.00
True Interest Cost	2.820348%
Net Interest Cost	2.820000%
All-In TIC	2.883768%
Average Coupon	2.820000%
Average Life	7.138
Par amount of refunded bonds	85,970,000.00
Average coupon of refunded bonds	3.520000%
Average life of refunded bonds	7.107
PV of prior debt to 06/01/2022 @ 2.883768%	89,867,647.75
Net PV Savings	3,393,290.42
Percentage savings of refunded bonds	3.947063%

SAVINGS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Date	Prior Debt Service	Prior Receipts	Prior Net Cash Flow	Refunding Debt Service	Savings	Present Value to 06/01/2022 @ 2.8837677%
10/01/2022	6,613,072.00	2,167,618.04	4,445,453.96	4,340,663.00	104,790.96	83,206.44
10/01/2023	8,116,624.00		8,116,624.00	7,807,020.00	309,604.00	301,890.73
10/01/2024	8,126,120.00		8,126,120.00	7,816,356.00	309,764.00	293,318.07
10/01/2025	8,118,752.00		8,118,752.00	7,811,039.00	307,713.00	282,964.61
10/01/2026	8,119,872.00		8,119,872.00	7,811,351.00	308,521.00	275,473.70
10/01/2027	8,113,952.00		8,113,952.00	7,807,010.00	306,942.00	266,116.49
10/01/2028	8,110,992.00		8,110,992.00	7,803,016.00	307,976.00	259,233.34
10/01/2029	8,110,640.00		8,110,640.00	7,799,228.00	311,412.00	254,458.65
10/01/2030	8,107,544.00		8,107,544.00	7,795,505.00	312,039.00	247,518.27
10/01/2031	8,111,528.00		8,111,528.00	7,801,706.00	309,822.00	238,574.19
10/01/2032	8,107,064.00		8,107,064.00	7,797,408.00	309,656.00	231,447.73
10/01/2033	8,099,152.00		8,099,152.00	7,787,752.00	311,400.00	225,898.12
10/01/2034	8,102,616.00		8,102,616.00	7,792,738.00	309,878.00	218,166.53
10/01/2035	4,021,752.00		4,021,752.00	3,711,802.00	309,950.00	211,762.83
	107,979,680.00	2,167,618.04	105,812,061.96	101,682,594.00	4,129,467.96	3,390,029.71

Savings Summary

Dated Date	06/01/2022
Delivery Date	06/01/2022
PV of savings from cash flow	3,390,029.71
Plus: Refunding funds on hand	3,260.71
	3,393,290.42
Net PV Savings	3,393,290.42

SUMMARY OF BONDS REFUNDED

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Bond	Maturity Date	Interest Rate	Par Amount	Call Date	Call Price
Capital Improvement Revenue Refunding Bonds Series 2018, 2018:					
SERIAL	10/01/2022	3.520%	5,100,000	06/01/2022	100.000
	10/01/2023	3.520%	5,270,000	06/01/2022	100.000
	10/01/2024	3.520%	5,465,000	06/01/2022	100.000
	10/01/2025	3.520%	5,650,000	06/01/2022	100.000
	10/01/2026	3.520%	5,850,000	06/01/2022	100.000
	10/01/2027	3.520%	6,050,000	06/01/2022	100.000
	10/01/2028	3.520%	6,260,000	06/01/2022	100.000
	10/01/2029	3.520%	6,480,000	06/01/2022	100.000
	10/01/2030	3.520%	6,705,000	06/01/2022	100.000
	10/01/2031	3.520%	6,945,000	06/01/2022	100.000
	10/01/2032	3.520%	7,185,000	06/01/2022	100.000
	10/01/2033	3.520%	7,430,000	06/01/2022	100.000
	10/01/2034	3.520%	7,695,000	06/01/2022	100.000
	10/01/2035	3.520%	3,885,000	06/01/2022	100.000
			85,970,000		

BOND PRICING

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Bond Component:					
	10/01/2022	3,545,000	2.820%	2.820%	100.000
	10/01/2023	5,520,000	2.820%	2.820%	100.000
	10/01/2024	5,685,000	2.820%	2.820%	100.000
	10/01/2025	5,840,000	2.820%	2.820%	100.000
	10/01/2026	6,005,000	2.820%	2.820%	100.000
	10/01/2027	6,170,000	2.820%	2.820%	100.000
	10/01/2028	6,340,000	2.820%	2.820%	100.000
	10/01/2029	6,515,000	2.820%	2.820%	100.000
	10/01/2030	6,695,000	2.820%	2.820%	100.000
	10/01/2031	6,890,000	2.820%	2.820%	100.000
	10/01/2032	7,080,000	2.820%	2.820%	100.000
	10/01/2033	7,270,000	2.820%	2.820%	100.000
	10/01/2034	7,480,000	2.820%	2.820%	100.000
	10/01/2035	3,610,000	2.820%	2.820%	100.000
		84,645,000			

Dated Date	06/01/2022	
Delivery Date	06/01/2022	
First Coupon	10/01/2022	
Par Amount	84,645,000.00	
Original Issue Discount		
Production	84,645,000.00	100.000000%
Underwriter's Discount		
Purchase Price	84,645,000.00	100.000000%
Accrued Interest		
Net Proceeds	84,645,000.00	

DETAILED BOND DEBT SERVICE

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Bond Component (BOND)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
10/01/2022	3,545,000	2.820%	795,663.00	4,340,663.00	4,340,663
04/01/2023			1,143,510.00	1,143,510.00	
10/01/2023	5,520,000	2.820%	1,143,510.00	6,663,510.00	7,807,020
04/01/2024			1,065,678.00	1,065,678.00	
10/01/2024	5,685,000	2.820%	1,065,678.00	6,750,678.00	7,816,356
04/01/2025			985,519.50	985,519.50	
10/01/2025	5,840,000	2.820%	985,519.50	6,825,519.50	7,811,039
04/01/2026			903,175.50	903,175.50	
10/01/2026	6,005,000	2.820%	903,175.50	6,908,175.50	7,811,351
04/01/2027			818,505.00	818,505.00	
10/01/2027	6,170,000	2.820%	818,505.00	6,988,505.00	7,807,010
04/01/2028			731,508.00	731,508.00	
10/01/2028	6,340,000	2.820%	731,508.00	7,071,508.00	7,803,016
04/01/2029			642,114.00	642,114.00	
10/01/2029	6,515,000	2.820%	642,114.00	7,157,114.00	7,799,228
04/01/2030			550,252.50	550,252.50	
10/01/2030	6,695,000	2.820%	550,252.50	7,245,252.50	7,795,505
04/01/2031			455,853.00	455,853.00	
10/01/2031	6,890,000	2.820%	455,853.00	7,345,853.00	7,801,706
04/01/2032			358,704.00	358,704.00	
10/01/2032	7,080,000	2.820%	358,704.00	7,438,704.00	7,797,408
04/01/2033			258,876.00	258,876.00	
10/01/2033	7,270,000	2.820%	258,876.00	7,528,876.00	7,787,752
04/01/2034			156,369.00	156,369.00	
10/01/2034	7,480,000	2.820%	156,369.00	7,636,369.00	7,792,738
04/01/2035			50,901.00	50,901.00	
10/01/2035	3,610,000	2.820%	50,901.00	3,660,901.00	3,711,802
	84,645,000		17,037,594.00	101,682,594.00	101,682,594

Note: Converts to Tax Exempt rate of 2.40% as of call date 10/1/2023

DETAILED BOND DEBT SERVICE

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Bond Component (BOND)

Period Ending	Principal	Coupon	Interest	Debt Service
10/01/2022	3,545,000	2.820%	795,663	4,340,663
10/01/2023	5,520,000	2.820%	2,287,020	7,807,020
10/01/2024	5,685,000	2.820%	2,131,356	7,816,356
10/01/2025	5,840,000	2.820%	1,971,039	7,811,039
10/01/2026	6,005,000	2.820%	1,806,351	7,811,351
10/01/2027	6,170,000	2.820%	1,637,010	7,807,010
10/01/2028	6,340,000	2.820%	1,463,016	7,803,016
10/01/2029	6,515,000	2.820%	1,284,228	7,799,228
10/01/2030	6,695,000	2.820%	1,100,505	7,795,505
10/01/2031	6,890,000	2.820%	911,706	7,801,706
10/01/2032	7,080,000	2.820%	717,408	7,797,408
10/01/2033	7,270,000	2.820%	517,752	7,787,752
10/01/2034	7,480,000	2.820%	312,738	7,792,738
10/01/2035	3,610,000	2.820%	101,802	3,711,802
	84,645,000		17,037,594	101,682,594

Note: Converts to Tax Exempt rate of 2.40% as of call date 10/1/2023

ESCROW REQUIREMENTS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Period Ending	Interest	Principal Redeemed	Total
06/01/2022	504,357.33	85,970,000	86,474,357.33
	504,357.33	85,970,000	86,474,357.33

ESCROW COST

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Purchase Date	Cost of Securities	Cash Deposit	Total Escrow Cost
06/01/2022		86,474,357.33	86,474,357.33
	0	86,474,357.33	86,474,357.33

ESCROW STATISTICS

University of Central Florida-Convocation
 Capital Improvement Refunding Bonds Series 2022
 Preliminary Discussion Only

Total Escrow Cost	Modified Duration (years)	Yield to Receipt Date	Yield to Disbursement Date	Perfect Escrow Cost	Value of Negative Arbitrage	Cost of Dead Time
Global Proceeds Escrow: 86,474,357.33				86,474,357.33		
86,474,357.33				86,474,357.33	0.00	0.00

Delivery date 06/01/2022
 Arbitrage yield 2.820348%

PRIOR BOND DEBT SERVICE

University of Central Florida-Convocation
 Capital Improvement Refunding Bonds Series 2022
 Preliminary Discussion Only

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service	Present Value to 06/01/2022 @ 2.8837677%
10/01/2022	5,100,000	3.520%	1,513,072	6,613,072	6,613,072	6,550,257.61
04/01/2023			1,423,312	1,423,312		1,389,754.01
10/01/2023	5,270,000	3.520%	1,423,312	6,693,312	8,116,624	6,442,606.22
04/01/2024			1,330,560	1,330,560		1,262,518.28
10/01/2024	5,465,000	3.520%	1,330,560	6,795,560	8,126,120	6,356,399.11
04/01/2025			1,234,376	1,234,376		1,138,193.42
10/01/2025	5,650,000	3.520%	1,234,376	6,884,376	8,118,752	6,257,716.41
04/01/2026			1,134,936	1,134,936		1,016,963.49
10/01/2026	5,850,000	3.520%	1,134,936	6,984,936	8,119,872	6,169,914.07
04/01/2027			1,031,976	1,031,976		898,605.30
10/01/2027	6,050,000	3.520%	1,031,976	7,081,976	8,113,952	6,079,061.31
04/01/2028			925,496	925,496		783,139.83
10/01/2028	6,260,000	3.520%	925,496	7,185,496	8,110,992	5,993,827.13
04/01/2029			815,320	815,320		670,437.43
10/01/2029	6,480,000	3.520%	815,320	7,295,320	8,110,640	5,913,671.51
04/01/2030			701,272	701,272		560,379.25
10/01/2030	6,705,000	3.520%	701,272	7,406,272	8,107,544	5,834,154.11
04/01/2031			583,264	583,264		452,924.80
10/01/2031	6,945,000	3.520%	583,264	7,528,264	8,111,528	5,762,865.29
04/01/2032			461,032	461,032		347,902.37
10/01/2032	7,185,000	3.520%	461,032	7,646,032	8,107,064	5,687,810.61
04/01/2033			334,576	334,576		245,350.24
10/01/2033	7,430,000	3.520%	334,576	7,764,576	8,099,152	5,612,962.62
04/01/2034			203,808	203,808		145,237.35
10/01/2034	7,695,000	3.520%	203,808	7,898,808	8,102,616	5,548,829.12
04/01/2035			68,376	68,376		47,350.68
10/01/2035	3,885,000	3.520%	68,376	3,953,376	4,021,752	2,698,816.17
	85,970,000		22,009,680	107,979,680	107,979,680	89,867,647.75

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University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

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SOURCES AND USES OF FUNDS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Sources:

Bond Proceeds:	
Par Amount	84,645,000.00
Other Sources of Funds:	
Principal & Interest Contribution	2,167,618.04
	<hr/>
	86,812,618.04
	<hr/> <hr/>

Uses:

Refunding Escrow Deposits:	
Cash Deposit	86,474,357.33
Delivery Date Expenses:	
Cost of Issuance	170,000.00
Commitment Fee	<hr/> 165,000.00
	335,000.00
Other Uses of Funds:	
Additional Proceeds	3,260.71
	<hr/>
	86,812,618.04
	<hr/> <hr/>

Note: Converts to Tax Exempt rate of 2.40% as of call date 10/1/2023

BOND SUMMARY STATISTICS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date	06/01/2022
Delivery Date	06/01/2022
First Coupon	10/01/2022
Last Maturity	10/01/2035
Arbitrage Yield	3.070414%
True Interest Cost (TIC)	3.070414%
Net Interest Cost (NIC)	3.070000%
All-In TIC	3.134246%
Average Coupon	3.070000%
Average Life (years)	7.175
Duration of Issue (years)	6.313
Par Amount	84,645,000.00
Bond Proceeds	84,645,000.00
Total Interest	18,643,956.50
Net Interest	18,643,956.50
Total Debt Service	103,288,956.50
Maximum Annual Debt Service	7,938,836.50
Average Annual Debt Service	7,746,671.74
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	

Total Underwriter's Discount	
Bid Price	100.000000

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
Bond Component	84,645,000.00	100.000	3.070%	7.175	52,636.55
	84,645,000.00			7.175	52,636.55

	TIC	All-In TIC	Arbitrage Yield
Par Value	84,645,000.00	84,645,000.00	84,645,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense		(170,000.00)	
- Other Amounts		(165,000.00)	
	-----	-----	-----
Target Value	84,645,000.00	84,310,000.00	84,645,000.00
Target Date	06/01/2022	06/01/2022	06/01/2022
Yield	3.070414%	3.134246%	3.070414%

SUMMARY OF REFUNDING RESULTS

University of Central Florida-Convocation Capital Improvement Refunding Bonds Series 2022 Preliminary Discussion Only

Dated Date	06/01/2022
Delivery Date	06/01/2022
Arbitrage yield	3.070414%
Escrow yield	0.000000%
Value of Negative Arbitrage	
Bond Par Amount	84,645,000.00
True Interest Cost	3.070414%
Net Interest Cost	3.070000%
All-In TIC	3.134246%
Average Coupon	3.070000%
Average Life	7.175
Par amount of refunded bonds	85,970,000.00
Average coupon of refunded bonds	3.520000%
Average life of refunded bonds	7.107
PV of prior debt to 06/01/2022 @ 3.134246%	88,507,519.49
Net PV Savings	2,033,162.16
Percentage savings of refunded bonds	2.364967%

SAVINGS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Date	Prior Debt Service	Prior Receipts	Prior Net Cash Flow	Refunding Debt Service	Savings	Present Value to 06/01/2022 @ 3.1342457%
10/01/2022	6,613,072.00	2,167,618.04	4,445,453.96	4,381,200.50	64,253.46	41,236.34
10/01/2023	8,116,624.00		8,116,624.00	7,925,691.00	190,933.00	185,853.37
10/01/2024	8,126,120.00		8,126,120.00	7,938,836.50	187,283.50	176,632.44
10/01/2025	8,118,752.00		8,118,752.00	7,931,456.00	187,296.00	171,093.89
10/01/2026	8,119,872.00		8,119,872.00	7,929,010.00	190,862.00	168,824.49
10/01/2027	8,113,952.00		8,113,952.00	7,926,191.50	187,760.50	160,874.13
10/01/2028	8,110,992.00		8,110,992.00	7,922,847.00	188,145.00	156,105.40
10/01/2029	8,110,640.00		8,110,640.00	7,918,823.00	191,817.00	154,084.29
10/01/2030	8,107,544.00		8,107,544.00	7,918,966.00	188,578.00	146,695.82
10/01/2031	8,111,528.00		8,111,528.00	7,922,969.00	188,559.00	142,013.71
10/01/2032	8,107,064.00		8,107,064.00	7,915,525.00	191,539.00	139,644.18
10/01/2033	8,099,152.00		8,099,152.00	7,911,787.50	187,364.50	132,245.43
10/01/2034	8,102,616.00		8,102,616.00	7,911,449.50	191,166.50	130,593.50
10/01/2035	4,021,752.00		4,021,752.00	3,834,204.00	187,548.00	124,004.48
	107,979,680.00	2,167,618.04	105,812,061.96	103,288,956.50	2,523,105.46	2,029,901.45

Savings Summary

Dated Date	06/01/2022
Delivery Date	06/01/2022
PV of savings from cash flow	2,029,901.45
Plus: Refunding funds on hand	3,260.71
Net PV Savings	2,033,162.16

SUMMARY OF BONDS REFUNDED

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Bond	Maturity Date	Interest Rate	Par Amount	Call Date	Call Price
Capital Improvement Revenue Refunding Bonds Series 2018, 2018:					
SERIAL	10/01/2022	3.520%	5,100,000	06/01/2022	100.000
	10/01/2023	3.520%	5,270,000	06/01/2022	100.000
	10/01/2024	3.520%	5,465,000	06/01/2022	100.000
	10/01/2025	3.520%	5,650,000	06/01/2022	100.000
	10/01/2026	3.520%	5,850,000	06/01/2022	100.000
	10/01/2027	3.520%	6,050,000	06/01/2022	100.000
	10/01/2028	3.520%	6,260,000	06/01/2022	100.000
	10/01/2029	3.520%	6,480,000	06/01/2022	100.000
	10/01/2030	3.520%	6,705,000	06/01/2022	100.000
	10/01/2031	3.520%	6,945,000	06/01/2022	100.000
	10/01/2032	3.520%	7,185,000	06/01/2022	100.000
	10/01/2033	3.520%	7,430,000	06/01/2022	100.000
	10/01/2034	3.520%	7,695,000	06/01/2022	100.000
	10/01/2035	3.520%	3,885,000	06/01/2022	100.000
			85,970,000		

BOND PRICING

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Bond Component:					
	10/01/2022	3,515,000	3.070%	3.070%	100.000
	10/01/2023	5,435,000	3.070%	3.070%	100.000
	10/01/2024	5,615,000	3.070%	3.070%	100.000
	10/01/2025	5,780,000	3.070%	3.070%	100.000
	10/01/2026	5,955,000	3.070%	3.070%	100.000
	10/01/2027	6,135,000	3.070%	3.070%	100.000
	10/01/2028	6,320,000	3.070%	3.070%	100.000
	10/01/2029	6,510,000	3.070%	3.070%	100.000
	10/01/2030	6,710,000	3.070%	3.070%	100.000
	10/01/2031	6,920,000	3.070%	3.070%	100.000
	10/01/2032	7,125,000	3.070%	3.070%	100.000
	10/01/2033	7,340,000	3.070%	3.070%	100.000
	10/01/2034	7,565,000	3.070%	3.070%	100.000
	10/01/2035	3,720,000	3.070%	3.070%	100.000
		84,645,000			

Dated Date	06/01/2022	
Delivery Date	06/01/2022	
First Coupon	10/01/2022	
Par Amount	84,645,000.00	
Original Issue Discount		
Production	84,645,000.00	100.000000%
Underwriter's Discount		
Purchase Price	84,645,000.00	100.000000%
Accrued Interest		
Net Proceeds	84,645,000.00	

DETAILED BOND DEBT SERVICE

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Bond Component (BOND)

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
10/01/2022	3,515,000	3.070%	866,200.50	4,381,200.50	4,381,200.50
04/01/2023			1,245,345.50	1,245,345.50	
10/01/2023	5,435,000	3.070%	1,245,345.50	6,680,345.50	7,925,691.00
04/01/2024			1,161,918.25	1,161,918.25	
10/01/2024	5,615,000	3.070%	1,161,918.25	6,776,918.25	7,938,836.50
04/01/2025			1,075,728.00	1,075,728.00	
10/01/2025	5,780,000	3.070%	1,075,728.00	6,855,728.00	7,931,456.00
04/01/2026			987,005.00	987,005.00	
10/01/2026	5,955,000	3.070%	987,005.00	6,942,005.00	7,929,010.00
04/01/2027			895,595.75	895,595.75	
10/01/2027	6,135,000	3.070%	895,595.75	7,030,595.75	7,926,191.50
04/01/2028			801,423.50	801,423.50	
10/01/2028	6,320,000	3.070%	801,423.50	7,121,423.50	7,922,847.00
04/01/2029			704,411.50	704,411.50	
10/01/2029	6,510,000	3.070%	704,411.50	7,214,411.50	7,918,823.00
04/01/2030			604,483.00	604,483.00	
10/01/2030	6,710,000	3.070%	604,483.00	7,314,483.00	7,918,966.00
04/01/2031			501,484.50	501,484.50	
10/01/2031	6,920,000	3.070%	501,484.50	7,421,484.50	7,922,969.00
04/01/2032			395,262.50	395,262.50	
10/01/2032	7,125,000	3.070%	395,262.50	7,520,262.50	7,915,525.00
04/01/2033			285,893.75	285,893.75	
10/01/2033	7,340,000	3.070%	285,893.75	7,625,893.75	7,911,787.50
04/01/2034			173,224.75	173,224.75	
10/01/2034	7,565,000	3.070%	173,224.75	7,738,224.75	7,911,449.50
04/01/2035			57,102.00	57,102.00	
10/01/2035	3,720,000	3.070%	57,102.00	3,777,102.00	3,834,204.00
	84,645,000		18,643,956.50	103,288,956.50	103,288,956.50

Note: Converts to Tax Exempt rate of 2.40% as of call date 10/1/2023

DETAILED BOND DEBT SERVICE

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Bond Component (BOND)

Period Ending	Principal	Coupon	Interest	Debt Service
10/01/2022	3,515,000	3.070%	866,200.50	4,381,200.50
10/01/2023	5,435,000	3.070%	2,490,691.00	7,925,691.00
10/01/2024	5,615,000	3.070%	2,323,836.50	7,938,836.50
10/01/2025	5,780,000	3.070%	2,151,456.00	7,931,456.00
10/01/2026	5,955,000	3.070%	1,974,010.00	7,929,010.00
10/01/2027	6,135,000	3.070%	1,791,191.50	7,926,191.50
10/01/2028	6,320,000	3.070%	1,602,847.00	7,922,847.00
10/01/2029	6,510,000	3.070%	1,408,823.00	7,918,823.00
10/01/2030	6,710,000	3.070%	1,208,966.00	7,918,966.00
10/01/2031	6,920,000	3.070%	1,002,969.00	7,922,969.00
10/01/2032	7,125,000	3.070%	790,525.00	7,915,525.00
10/01/2033	7,340,000	3.070%	571,787.50	7,911,787.50
10/01/2034	7,565,000	3.070%	346,449.50	7,911,449.50
10/01/2035	3,720,000	3.070%	114,204.00	3,834,204.00
	84,645,000		18,643,956.50	103,288,956.50

Note: Converts to Tax Exempt rate of 2.40% as of call date 10/1/2023

ESCROW REQUIREMENTS

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Dated Date 06/01/2022
Delivery Date 06/01/2022

Period Ending	Interest	Principal Redeemed	Total
06/01/2022	504,357.33	85,970,000	86,474,357.33
	504,357.33	85,970,000	86,474,357.33

ESCROW COST

University of Central Florida-Convocation
Capital Improvement Refunding Bonds Series 2022
Preliminary Discussion Only

Purchase Date	Cost of Securities	Cash Deposit	Total Escrow Cost
06/01/2022		86,474,357.33	86,474,357.33
	0	86,474,357.33	86,474,357.33

ESCROW STATISTICS

University of Central Florida-Convocation
 Capital Improvement Refunding Bonds Series 2022
 Preliminary Discussion Only

Total Escrow Cost	Modified Duration (years)	Yield to Receipt Date	Yield to Disbursement Date	Perfect Escrow Cost	Value of Negative Arbitrage	Cost of Dead Time
Global Proceeds Escrow: 86,474,357.33				86,474,357.33		
86,474,357.33				86,474,357.33	0.00	0.00

Delivery date 06/01/2022
 Arbitrage yield 3.070414%

PRIOR BOND DEBT SERVICE

University of Central Florida-Convocation
 Capital Improvement Refunding Bonds Series 2022
 Preliminary Discussion Only

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service	Present Value to 06/01/2022 @ 3.1342457%
10/01/2022	5,100,000	3.520%	1,513,072	6,613,072	6,613,072	6,544,871.90
04/01/2023			1,423,312	1,423,312		1,386,899.08
10/01/2023	5,270,000	3.520%	1,423,312	6,693,312	8,116,624	6,421,443.55
04/01/2024			1,330,560	1,330,560		1,256,819.51
10/01/2024	5,465,000	3.520%	1,330,560	6,795,560	8,126,120	6,319,905.01
04/01/2025			1,234,376	1,234,376		1,130,263.28
10/01/2025	5,650,000	3.520%	1,234,376	6,884,376	8,118,752	6,206,454.57
04/01/2026			1,134,936	1,134,936		1,007,389.04
10/01/2026	5,850,000	3.520%	1,134,936	6,984,936	8,119,872	6,104,289.61
04/01/2027			1,031,976	1,031,976		887,951.30
10/01/2027	6,050,000	3.520%	1,031,976	7,081,976	8,113,952	5,999,580.01
04/01/2028			925,496	925,496		771,947.55
10/01/2028	6,260,000	3.520%	925,496	7,185,496	8,110,992	5,900,880.91
04/01/2029			815,320	815,320		659,227.09
10/01/2029	6,480,000	3.520%	815,320	7,295,320	8,110,640	5,807,619.36
04/01/2030			701,272	701,272		549,651.16
10/01/2030	6,705,000	3.520%	701,272	7,406,272	8,107,544	5,715,406.91
04/01/2031			583,264	583,264		443,158.94
10/01/2031	6,945,000	3.520%	583,264	7,528,264	8,111,528	5,631,654.95
04/01/2032			461,032	461,032		339,562.03
10/01/2032	7,185,000	3.520%	461,032	7,646,032	8,107,064	5,544,610.06
04/01/2033			334,576	334,576		238,878.21
10/01/2033	7,430,000	3.520%	334,576	7,764,576	8,099,152	5,458,161.00
04/01/2034			203,808	203,808		141,057.66
10/01/2034	7,695,000	3.520%	203,808	7,898,808	8,102,616	5,382,497.71
04/01/2035			68,376	68,376		45,874.66
10/01/2035	3,885,000	3.520%	68,376	3,953,376	4,021,752	2,611,464.45
	85,970,000		22,009,680	107,979,680	107,979,680	88,507,519.49



Board of Trustees
May 26, 2022

FAC-1: Five-Year Capital Improvement Plan FY23-24 Through FY27-28

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The annual Capital Improvement Plan (CIP) is the vehicle used to communicate the university’s capital plans and needs to the Board of Governors. The CIP is required to be approved annually by the Board of Trustees by June 30, 2022, and submitted to the Board of Governors by July 1, 2022. A transmittal letter will be created to transmit this material to the BOG, pending CIP approval. There are multiple parts to the CIP:

- Summary of Projects (CIP-2)
 - Public Education Capital Outlay (PECO) Projects (CIP-2A) – request for PECO funds
 - Capital Improvement Trust Fund (CITF) Projects (CIP-2B) – request for CITF funds
 - Back of Bill (BoB) Projects (CIP-2C) – request for Debt
- PECO Project Detail (CIP-3) – narratives and details of project requests

While five projects may be listed on the PECO CIP-2A request, only the top two projects are scored and considered for funding. This year’s top two PECO projects are the Chemistry Building Renovation, and the College of Nursing Building. The Chemistry Building Renovation is requesting \$15M of PECO funding to supplement a current \$5M E&G Carryforward renovation and an anticipated \$10M federally funded capital renewal / deferred maintenance project. The College of Nursing Building is requesting \$14.8M of PECO funding to supplement an anticipated \$29M Legislative appropriation and an anticipated \$20M of private fundraising for the College of Nursing Building.

The Library Renovation remains the only CITF request. The next allocation of CITF funds will be directed to the design and construction of the second floor (main floor) renovation/remodel of the Library.

The Back of Bill (debt) projects are limited to Athletic projects related to the Football Campus.

Background Information:

Sections 1011.40(1), 1013.60 and 1001.706(12), Florida Statutes (F.S.), require each university to submit a legislative budget request for Fixed Capital Outlay (FCO) in the form of a Capital Improvement Plan (CIP), within established guidelines.

This plan identifies projects that will be included in the five-year Public Education Capital Outlay (PECO) list and provides information to the State Board of Education for its request for capital project funding for 2023-24. The projects listed in the CIP represent the highest university priorities for new construction based on critical need for research space. Once submitted, the Board of Governors will evaluate all university submissions based on the Board of Governor’s scoring methodology, a points-based system to prioritize all SUS requested projects to present a request for PECO funding to the Legislature. If the state does not approve the funds requested, the University may include the same projects on next year’s



CIP, or, if available may request authorization to utilize E&G carryforward funds within allowable limits. This document represents the university request for state funding for new construction, renovation, and remodeling projects based on highest priority. It does not represent a comprehensive Capital Plan.

Recommended Action:

Approve the Five-Year Capital Improvement Plan as presented.

Alternatives to Decision:

1. Do not approve the Five-Year Capital Improvement Plan.
2. Recommend changes to the Five-Year Capital Improvement Plan.

Fiscal Impact and Source of Funding:

In addition to the first costs for new construction and renovations, Florida Statute 1001.706(12)(c) states “A new construction, remodeling, or renovation project that has not received an appropriation in a previous year shall not be considered for inclusion on the prioritized list required by s. 1013.64(4), unless: 1. A plan is provided to reserve funds in an escrow account, specific to the project, into which shall be deposited each year an amount of funds equal to 1 percent of the total value of the building for future maintenance;”. Additionally, BOG Regulation 14.002 “Reserves for New Construction” states “...for any new construction of an education and general (E&G) facility, funded in whole or in part with State appropriations, the university must institute a plan to reserve funds in an escrow account, specific to the project, into which shall be deposited each year an amount of funds equal to two percent (2.0%) of the total value of the building.”, and “The required 2.0% annual contribution is inclusive of the 1% required pursuant to Section 1001.706(12)(c), Florida Statutes.”

This requirement results in a 1% annual escrow amount for the Chemistry Building of \$285,320, and a 2% annual escrow amount for the College of Nursing Building of \$956,236.

Additionally, new construction does not receive additional Plant Operations & Maintenance (PO&M) funding from the state. The Chemistry Building already receives PO&M funding, but the College of Nursing Building will need an estimated \$1.4M of annual PO&M from a reoccurring university funding source.

Authority for Board of Trustees Action:

BOG Regulation 14.006

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Jon Varnell, Vice President for Facilities and Business Operations
Bill Martin, Senior Director for Facilities Planning and Construction



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Public Education Capital Outlay (PECO) Projects (CIP-2A)

Attachment B: Capital Improvement Trust Fund (CITF) Projects (CIP-2B)

Attachment C: Back of Bill (BoB) Projects (CIP-2C)

Attachment D: PECO Project Detail (CIP-3)

Facilitators/Presenters:

Jon Varnell, Vice President for Facilities and Business Operations

Bill Martin, Senior Director for Facilities Planning and Construction

**State University System
5-Year Capital Improvement Plan (CIP)
FY 2023-24 through 2027-28**

Summary of Projects - PECO-Eligible Projects

University University of Central Florida

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PECO-ELIGIBLE PROJECT REQUESTS (ONLY)

Priority No.	Project Title	Total Supplemental (Non PECO) funding	Total Prior PECO Funding	Projected Annual PECO Funding Requested					Programs to Benefit from Project	Net Assignable Sq. Ft. (NASF)	Gross Sq. Ft. (GSF)	Total Project Cost	Project Cost Per GSF	EPS Recommendation Date & Rec. # ⁽¹⁾
				FY 23-24	FY 24-25	FY25-26	FY26-27	FY27-28						
1	CHEMISTRY BUILDING RENOVATION (P,C,E)	\$ 15,000,000	\$ -	\$ 15,000,000					College of Sciences	29,336	49,073	\$ 30,000,000	\$ 611.33	6/22/2021 No. 3.2 & 4.3
2	COLLEGE OF NURSING BUILDING (P,C,E)	\$ 49,000,000	\$ -	\$ 14,781,430					College of Nursing	60,000	89,300	\$ 63,781,430	\$ 714.24	Legislative initiative project funded w/o EPS Rec.
3	HOWARD PHILLIPS HALL RENOVATION AND REMODEL (P,C)	\$ -	\$ -		\$ 500,000	\$ 11,900,000			Total Campus	33,577	64,619	\$ 12,400,000	\$ 191.89	6/22/2021 No. 3.5 and 4.6
4	LEARNING LABORATORY - ACTIVE LEARNING, TEACHING LAB AND MAKER SPACE FACILITY (P,C,E)	\$ -	\$ -		\$ 5,319,956	\$ 58,519,519	\$ 5,319,956		Total Campus	100,000	150,000	\$ 69,159,431	\$ 461.06	6/22/2021 No. 5.2
5	PERFORMING ARTS COMPLEX PHASE II (P,C,E)	\$ 2,750,000	\$ -			\$ 2,414,520	\$ 67,170,960	\$ 5,164,520	College of CAS-CHPS	88,310	122,800	\$ 77,500,000	\$ 631.11	6/22/2021 No. 5.1
Total				\$ 29,781,430	\$ 5,819,956	\$ 72,834,039	\$ 72,490,916	\$ 5,164,520						

1) EPS recommendation is required as per F.S. 1013.31.

**FY 2023-24 Back of Bill (BOB)
Fixed Capital Outlay Projects Requiring Board Approval to be Constructed, Acquired and Financed
by a University or a Direct Support Organization**

University: University of Central FloridaContact: Gina Seabrook
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(email)

Project Name *	Brief Description of Project	GSF	Project Location	Project Cost	Funding Source(s)	Estimated Annual Operating & Maintenance Cost	
						Amount (\$)	Source
Football Stadium South Tower	Renovation and expansion of south endzone to include: (a) football staff offices and workspace, (b) club lounge to support new Loge seating and provide and upscale premium environment, (c) loge boxes - conversion of approximately 4,600 bench seats to provide 1,050 premium seats.	72,945	UCF Main Campus	\$60,087,212	Private Donations and non E&G new revenue streams	\$50,000	Operating revenues (ticket sales)
McNamara Cove	Located outside Southwest corner of football stadium, the facility concept includes an elongated resistance pool, cold and hot plunge pools, patios and decks, shade structures, and service buildings.	1 acre	UCF Main Campus	\$5,805,487	Private Donations and non E&G new revenue streams	\$180,000	Football gameday revenue from Cove memberships
Football Practice Field	Build a new lighted football practice field east of the existing fields to replace eliminated field to provide a clean site for the construction of McNamara Cove and premium parking lot. Project includes construction of an elevated walkway from South Tower to new observation tower.	2.25 acres	UCF Main Campus	\$4,737,212	Private Donations and non E&G new revenue streams	\$50,000	Operating revenues (ticket sales)
Renovation and expansion of parking lot E2	Develop approximately 1.5 acre plot of land located southwest of football stadium into an expanded surface parking lot and entry to stadium. Lot will serve stadium, Wayne Densch Sports Center, Roth Athletics Center and other adjacent facilities. Contigent on relocation of football practice field #1,	1.5 acres	UCF Main Campus	\$4,355,803	Private Donations and non E&G new revenue streams	n/a - no added cost	n/a
Wayne Densch Sports Center Renovation	Full interior renovation of the Wayne Densch Sports Center building, including enhancements to sports medicine and performance, football locker room and player's lounge, and student spaces. Project will include a full HVAC and systems renovation.	44,000	UCF Main Campus	\$20,255,188	Private Donations and non E&G new revenue streams	TBD	TBD
Football Stadium North Tower addition	Addition of north endzone seating elevated above existing seating bowl on both sides of the existing video board. Includes a new concourse, concessions, rest rooms and approximately 5,000 bench seats.	57,350	UCF Main Campus	\$29,759,098	Private Donations and non E&G new revenue streams	\$50,000	n/a

* List all proposed projects for FY 2023-24 requiring Legislative (Back-of-Bill) authorization pursuant to s.1010.62 and s.1013.71, F.S.

PECO Project Detail

University: University of Central Florida
Project Name: Chemistry Building Renovation
Project Address: 4104 Libra Dr, Orlando, FL 32816

Priority #: 1

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The Chemistry Building, a lab-sciences building constructed in 1969, is still serviced by its original building systems and is in grave need of a major renovation. The building currently serves as home to the Chemistry Department within the College of Sciences. In order for Chemistry to continue functioning as a lab-science building, it must be brought up to code and the labs modernized to ensure their compliance and functionality. Replacement of building systems will prolong the intended use of the building and avoid unnecessary and costly building system failures.

The building currently has \$5,000,000 of E&G Carryforward funds dedicated to a project with the following renovation scope:

- AHU-1 replacement, the main air handler serving the laboratories. This AHU will be relocated to a new penthouse on the roof of the building and tied into existing ductwork.
- Full building controls upgrade, removing pneumatic controls
- Heating hot water boiler replacement, relocation within the existing AHU-1 mechanical room
- Chilled water pump replacement with two parallel pumps and bypass to improve reliability
- Planning, design, commissioning, permitting, and inspection of the above scope

UCF anticipates approximately \$10,000,000 of federal deferred maintenance funds which is anticipated to be dedicated to a project with the following renovation scope:

- Roof Coating (not in previous PECO request)
- AHU-2 and AHU-3 replacement, which serve additional laboratories and offices.
- New terminal devices associated with AHU-2 and AHU-3
- Ceiling tile and grid replacement associated with AHU-2 and AHU-3
- Electrical distribution panels, automatic transfer switch, and transformer replacement
- Plumbing fixture replacement (water closets, lavatories, urinals, etc.)
- Laboratory air compressor replacement
- Laboratory supply and drain pipe assessment and repair
- Vacuum pumps, acid waste tanks, and water heater replacement
- Fire alarm panel, dialer, battery, charger, and device replacement
- ADA upgrades – building entry, door upgrades, drinking fountain upgrades, added ADA restroom
- Added exterior egress stair – needed for egress/code compliance
- Planning, design, commissioning, permitting, and inspection of the above scope

The current PECO request, \$15,000,000 is anticipated to be dedicated to a project with the following renovation scope:

- Lighting replacement, new occupancy sensors
- Ceiling tile and grid replacement
- Fume hood, exhaust ducts, phoenix valves replacement (not in previous PECO request)
- Exhaust fan manifold replacement
- New terminal devices and associated controls, duct transitions
- Elevator replacement
- Temporary portable classrooms – required so that Chemistry classes can continue during the substantial renovation scope, rooms will need to be taken off-line while the renovation is under construction
- Planning, design, commissioning, permitting, and inspection of the above scope

ISES Corporation recently conducted a Facilities Condition Assessment (FCA) which has helped to develop the scope listed above.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to LEED and sustainability on all new construction and major renovation projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission.

Since 2007, UCF has mandated that all new UCF buildings be LEED-certified; and the 2020-30 UCF Campus Master Plan requires LEED Gold certification, as defined by the U.S. Green Building Council (USGBC). Furthermore, to align with UCF's core principles, UCF has identified 13 specific LEED credits to be met by all projects, including energy efficiency, water conservation, and indoor air quality.

The Facilities Planning & Construction and Facilities Operations departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

SPACE CLASSIFICATIONS

The space classification is teaching laboratory, classroom, and office types.

Energy consumption shall be at least 30% less than the energy standards cited in ASHRAE 90.1-2016, and water consumption shall be at least 30% less than that of a comparable building. Laboratories, especially and all other space classifications shall incorporate continuous variable air flow and temperature reset strategies. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy.

EDUCATIONAL PLANT SURVEY

The 2021-2026 Educational Plant Survey was conducted on March 4-5, 2021, approved by the BOT on April 22, 2021 and the BOG on June 22, 2021.

The most recent UCF Educational Plant Survey recommends the Chemistry Building Renovation as Project 3.2 and 4.3.

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred		Projected Costs				Total
	to Date	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Basic Construction Costs							
Building Cost (from above)	9,611,387	7,201,076	-	-	-	-	16,812,463
Environmental Impacts/Mitigation	-	-	-	-	-	-	-
Site Preparation	-	-	-	-	-	-	-
Landscape / Irrigation	-	500,000	-	-	-	-	500,000
Plaza / Walks	-	-	-	-	-	-	-
Roadway Improvements	-	-	-	-	-	-	-
Parking : <input type="text"/> spaces	-	-	-	-	-	-	-
Telecommunication	470,000	326,633	-	-	-	-	796,633
Electrical Service	990,000	610,000	-	-	-	-	1,600,000
Water Distribution	-	-	-	-	-	-	-
Sanitary Sewer System	-	-	-	-	-	-	-
Chilled Water System	340,313	-	-	-	-	-	340,313
Storm Water System	-	-	-	-	-	-	-
Energy Efficient Equipment	1,050,000	1,200,000	-	-	-	-	2,250,000
Subtotal: Basic Const. Costs	12,461,700	9,837,709	-	-	-	-	22,299,409
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	-
Professional Fees	1,372,000	1,444,351	-	-	-	-	2,816,351
Fire Marshall Fees	37,000	27,919	-	-	-	-	64,919
Inspection Services	107,700	244,483	-	-	-	-	352,183
Insurance Consultant	-	43,214	-	-	-	-	43,214
Surveys & Tests	63,480	105,000	-	-	-	-	168,480
Permit / Impact / Environmental Fees	40,000	97,000	-	-	-	-	137,000
Artwork	-	-	-	-	-	-	-
Moveable Furnishings & Equipment	-	1,953,702	-	-	-	-	1,953,702
Project Contingency	918,120	1,246,622	-	-	-	-	2,164,742
Subtotal: Other Project Costs	2,538,300	5,162,291	-	-	-	-	7,700,591
Total Project Cost:	15,000,000	15,000,000	-	-	-	-	30,000,000

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
Carry Forward	20-21	5,000,000			-	23-24	15,000,000	Should equal Total Project Cost above
Federal					-			
Deferred					-			
Maintance	22-23	10,000,000			-			
					-			
		15,000,000			-		15,000,000	30,000,000

PECO Project Detail

University: University of Central Florida
Project Name: College of Nursing Building
Project Address: Academic Health Sciences Campus - TBD

Priority #: 2

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The UCF College of Nursing (CON) is tasked with meeting an escalating demand for nurses as populations continue to grow in Central Florida and the state. As a result of an academic space deficit on the Main Campus, CON has been occupying leased space in the Central Florida Research Park since 2010; and has been at maximum capacity for several years in less than 50,000 square feet of academic space. The available classrooms, teaching labs, collaborative learning and study spaces are inadequate in both quality and quantity, resulting in students frequently practicing their skills in the hallways and lunchrooms.

This funding request will support the construction, furnishing, and equipping of a College of Nursing Building on the UCF Academic Health Sciences Campus (AHSC), part of Medical City in the Orlando master-planned community of Lake Nona. The proposed 90,000 gross square foot building will support all Nursing academic programs, and align with President Alexander Cartwright's goal to "Invest in academic excellence to drive greater student success and research outcomes."

A 2019 Florida Center for Nursing (FCN) report stated that "Florida is experiencing a critical shortage of registered and licensed practical nurses, which is expected to worsen as demand increases." The COVID-19 pandemic has further contributed to a workforce shortage as nurses have left the profession or assumed more lucrative travel nursing assignments.

CON enrollment has more than doubled in the past 18 years, to nearly 3,000 students in Fall 2021. UCF must prepare nurses at all levels to meet the workforce shortage, while clinical agencies are increasing preferential hires of nurses with BSN and higher degrees. New academic offerings have accelerated CON growth, including a second-degree baccalaureate program, two doctoral programs, an expanded master's program and graduate certificate offerings, a pre-licensure BSN program, and an RN-to-BSN online program.

A unique opportunity exists to build space that facilitates Inter-Professional Education (IPE) at the AHSC. To provide the best educational experience in healthcare simulation and IPE, the College of Nursing Building will be located in close proximity to UCF's existing medical facilities -- the College of Medicine, Burnett School of Biomedical Sciences, and Lake Nona Cancer Center -- as well as to the new Lake Nona Medical Center teaching hospital and other regional hospitals and health facilities. Using proximal and shared facilities, students across the health professions -- including nurses, physicians, and other health professionals -- will learn and work together with the objective of cultivating collaborative practice for providing patient-centered care.

The College of Nursing Building will meet the needs of a growing student population, provide the highest quality educational programs, and allow the college's offerings to expand to accommodate the ever-increasing need for nurses and nursing faculty in the community and the state of Florida. Delays in this project will seriously limit any growth in terms of new programs, the ability to teach using state-of-the-art simulation, new faculty hires, and the ability to meet the increasing demand for graduate nurses.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to LEED and sustainability on all new construction and major renovation projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission.

Since 2007, UCF has mandated that all new UCF buildings be LEED-certified; and the 2020-30 UCF Campus Master Plan requires LEED Gold certification, as defined by the U.S. Green Building Council (USGBC). Furthermore, to align with UCF's core principles, UCF has identified 13 specific LEED credits to be met by all projects, including energy efficiency, water conservation, and indoor air quality.

The Facilities Planning & Construction and Facilities Operations departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

SPACE CLASSIFICATIONS

The primary space classifications include Classrooms, Teaching and Research Laboratories, Office and Study space.

Energy consumption shall be at least 30% less than the energy standards cited in ASHRAE 90.1-2016, and water consumption shall be at least 30% less than that of a comparable building. Laboratories, especially and all other space classifications shall incorporate continuous variable air flow and temperature reset strategies. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy. All new construction projects shall utilize district cooling and heating for space needs as determined by a life cycle cost needs analysis. Projects shall also evaluate multiple life cycle cost analyses for alternative measures to provide dehumidification for all space classifications and related energy use. All heating and reheating systems shall be hydronic.

EDUCATIONAL PLANT SURVEY

The current UCF 2021-26 Educational Plant Survey (EPS) does not include a survey recommendation for the College of Nursing Building.

Because the Florida Legislature appropriated funding for the College of Nursing Building in the SFY 2022-2023 Budget without proviso requiring an EPS recommendation, the Board of Governors staff has advised that the project does not require an amended survey in order to be included in the PECO Preliminary Selection Group or for UCF to list it as a PECO-eligible priority on the 2023-24 CIP

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ -	\$	47,811,790
Value Basis/Source:		Total construction cost or insurable value, whichever is greater.	
Estimated 1st Yr Deposit:	\$ -	\$	956,236
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Office	17,080	1.5	25,620	403	10,322,042
Classroom	15,725	1.5	23,588	397	9,371,314
Teaching Lab	15,945	1.5	23,918	540	12,915,450
Research Lab	3,800	1.5	5,700	510	2,907,000
Study	7,000	1.4	9,800	403	3,947,538
Instructional Media	450	1.5	675	288	194,677
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	60,000		89,300		39,658,020
Other	-		-		-
Total:	60,000		89,300		39,658,020

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

	-	-	-	-	Remodeling Projects <u>Only</u>	
					BEFORE	AFTER
	-		-		-	-
	-		-		-	-
	-		-		-	-
	-		-		-	-
	-		-		-	-
	-		-		-	-
	-		-		-	-
	-		-		-	-
Subtotal NASF:	-		-		-	-
Other	-		-		-	-
Total:	-		-		-	-
Grand Total:	60,000		89,300		39,658,020	

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred		Projected Costs				Total
	to Date	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Basic Construction Costs							
Building Cost (from above)	15,676,210	23,981,810	-	-	-	-	39,658,020
Environmental Impacts/Mitigation	-	-	-	-	-	-	-
Site Preparation	1,302,786	-	-	-	-	-	1,302,786
Landscape / Irrigation	-	500,000	-	-	-	-	500,000
Plaza / Walks	-	-	-	-	-	-	-
Roadway Improvements	-	-	-	-	-	-	-
Parking : spaces	-	-	-	-	-	-	-
Telecommunication	1,350,984	-	-	-	-	-	1,350,984
Electrical Service	-	-	-	-	-	-	-
Water Distribution	-	-	-	-	-	-	-
Sanitary Sewer System	1,000,000	-	-	-	-	-	1,000,000
Chilled Water System	1,000,000	-	-	-	-	-	1,000,000
Storm Water System	1,000,000	-	-	-	-	-	1,000,000
Energy Efficient Equipment	-	2,000,000	-	-	-	-	2,000,000
Subtotal: Basic Const. Costs	21,329,980	26,481,810	-	-	-	-	47,811,790
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	-
Professional Fees	5,513,457	-	-	-	-	-	5,513,457
Fire Marshall Fees	-	123,736	-	-	-	-	123,736
Inspection Services	-	382,670	-	-	-	-	382,670
Insurance Consultant	-	26,637	-	-	-	-	26,637
Surveys & Tests	100,000	-	-	-	-	-	100,000
Permit / Impact / Environmental Fees	56,563	189,162	-	-	-	-	245,725
Artwork	-	100,000	-	-	-	-	100,000
Moveable Furnishings & Equipment	-	7,086,825	-	-	-	-	7,086,825
Project Contingency	2,000,000	390,590	-	-	-	-	2,390,590
Subtotal: Other Project Costs	7,670,020	8,299,620	-	-	-	-	15,969,640
Total Project Cost:	29,000,000	34,781,430	-	-	-	-	63,781,430

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
Legislative Initiative	22-23	29,000,000	Donations/Gifts	23-24	10,000,000	23-24	14,781,430	Should equal <i>Total Project Cost</i> above
			Donations/Gifts	24-25	10,000,000		-	
					-		-	
					-		-	
					-		-	
		29,000,000			20,000,000		14,781,430	63,781,430

PECO Project Detail

University: University of Central Florida
Project Name: Howard Phillips Hall Renovation and Remodel
Project Address: 4297 Andromeda Loop N. Orlando, FL 32816

Priority #: 3

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

Howard Phillips Hall (HPH), a four-story concrete and masonry structure, was built in 1969 as one of the university's first buildings. It was partially remodeled in 1990 and 2000, but requires upgrades to its building systems as well as comprehensive reconfiguration of its interior spaces. Occupants of the building, in 2021, include:

- College of Sciences - Political Science, Sociology, Anthropology, and Global Perspectives
- SDES - University Testing Center, First Year Experience, Trio Programs
- Numerous offices have been provided for Academic Affairs, the Office of Research, and the departments of Health Management Informatics, Faculty Senate, Faculty Excellence, State Auditors and Violence Against Women Faculty Cluster, Black Faculty and Staff Association (BFSA), UCF Latino Faculty & Staff Association (LaFSA), and Pride Faculty & Staff Association (PFSA).

The university has conducted a Facilities Condition Assessment (FCA) to benchmark the condition of its E&G facilities. Howard Phillips Hall was inspected October 29, 2020. The building's Facility Condition Needs Index (FCNI) is at 0.42 (below average condition, major renovations required). This renovation project includes the replacement of above-ceiling HVAC air distribution systems, ceiling and lighting replacements, reconfiguration of select areas of the building to improve the space efficiency of the floor plan, the replacement of finishes such as carpet/tile/paint, and the replacement of vertical transportation. Code upgrades include the creation of accessible and all-gender restrooms, installation of ADA-compliant stairwell and exterior handrails, dual-level drinking fountains, lever handle door hardware, and signage. In addition to the ISIS report, UCF IT recommends significant infrastructure improvements including right-sized IT closets and equipment upgrade.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to LEED and sustainability on all new construction and major renovation projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission.

Since 2007, UCF has mandated that all new UCF buildings be LEED-certified; and the 2020-30 UCF Campus Master Plan requires LEED Gold certification, as defined by the U.S. Green Building Council (USGBC). Furthermore, to align with UCF's core principles, UCF has identified 13 specific LEED credits to be met by all projects, including energy efficiency, water conservation, and indoor air quality.

The Facilities Planning & Construction and Facilities Operations departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

SPACE CLASSIFICATIONS

The space classification is teaching laboratory, research laboratory, offices, study and classrooms.

Energy consumption shall be at least 30% less than the energy standards cited in ASHRAE 90.1-2016, and water consumption shall be at least 30% less than that of a comparable building. Laboratories, especially and all other space classifications shall incorporate continuous variable air flow and temperature reset strategies. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy.

EDUCATIONAL PLANT SURVEY

The 2021-2026 Educational Plant Survey was conducted on March 4-5, 2021, approved by the BOT on April 22, 2021 and the BOG on June 22, 2021.

The most recent UCF Educational Plant Survey recommends the Howard Phillips Hall Renovation and Remodel as Project 3.5 and 4.6.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ 25,861,720	\$	-
Value Basis/Source:		Total construction cost or insurable value, whichever is greater.	
Estimated 1st Yr Deposit:	\$ 258,617	\$	-
Funding Source:			
Comments:	Facility Condition Assessment (ISES Report)		

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	-		-		-
Other	-		-		-
Total:	-		-		-

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects Only	
						BEFORE	AFTER
Classroom	567	1.5	851	124	105,462	567	567
Teaching Lab	2,962	1.5	4,443	210	933,030	2,962	2,962
Research Lab	2,048	1.5	3,072	222	682,921	2,048	2,048
Office	27,731	1.5	41,597	114	4,742,001	27,731	27,731
Study	57	1.4	80	110	8,778	57	57
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	33,365	1.5	50,048		-	-	-
Other	223		-		-	-	-
Total:	33,588		50,042		6,472,192	33,365	33,365
Grand Total:	33,588		50,042		6,472,192		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred		Projected Costs				Total
	to Date	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Basic Construction Costs							
Building Cost (from above)	-	-	-	8,883,112	-	-	8,883,112
Environmental Impacts/Mitigation	-	-	-	-	-	-	-
Site Preparation	-	-	-	-	-	-	-
Landscape / Irrigation	-	-	-	-	-	-	-
Plaza / Walks	-	-	-	-	-	-	-
Roadway Improvements	-	-	-	-	-	-	-
Parking : <input type="text"/> spaces	-	-	-	-	-	-	-
Telecommunication	-	-	-	-	-	-	-
Electrical Service	-	-	-	-	-	-	-
Water Distribution	-	-	-	-	-	-	-
Sanitary Sewer System	-	-	-	-	-	-	-
Chilled Water System	-	-	-	-	-	-	-
Storm Water System	-	-	-	-	-	-	-
Energy Efficient Equipment	-	-	-	-	-	-	-
Subtotal: Basic Const. Costs	-	-	-	8,883,112	-	-	8,883,112
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	-
Professional Fees	-	-	500,000	443,069	-	-	943,069
Fire Marshall Fees	-	-	-	26,127	-	-	26,127
Inspection Services	-	-	-	144,527	-	-	144,527
Insurance Consultant	-	-	-	-	-	-	-
Surveys & Tests	-	-	-	5,330	-	-	5,330
Permit / Impact / Environmental Fees	-	-	-	52,499	-	-	52,499
Artwork	-	-	-	-	-	-	-
Moveable Furnishings & Equipment	-	-	-	729,120	-	-	729,120
Project Contingency	-	-	-	1,616,216	-	-	1,616,216
Subtotal: Other Project Costs	-	-	500,000	3,016,888	-	-	3,516,888
Total Project Cost:	-	-	500,000	11,900,000	-	-	12,400,000

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
					-	24-25	500,000	Should equal <i>Total Project Cost</i> above
					-	25-26	11,900,000	
					-			
					-			
					-			
		-			-		12,400,000	12,400,000

PECO Project Detail

University: University of Central Florida
Project Name: Learning Laboratory
Project Address: Main Campus - TBD

Priority #: 4

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The proposed Learning Laboratory - Active Learning, Teaching Laboratories, and Maker Space Facility will be a 100,000 gross square foot interdisciplinary facility. Several colleges will have space in this new facility, including but not limited to:

College of Sciences (COS): The new facility will supplement chemistry and anthropology teaching laboratories currently located in the 50+ year-old Chemistry building. If feasible it will also replace Physics teaching labs in the 50+ year-old Mathematical Sciences Building. Teaching laboratories will also be added to address growth in chemistry, physics, and anthropology.

College of Community Innovation and Education (CCIE): The new facility will provide a science teaching laboratory and several flexible (active) learning studios to serve elementary and secondary education. These flexible studios will be classified as general-purpose classrooms; and, when not scheduled by CCIE, will be open to the university to remediate UCF's classroom space deficit.

General use space will include:

General Purpose Classrooms: A large general-purpose lecture hall will support active learning pedagogies for up to 250 students. Technology will also be included to support remote/distance learning. To address community needs and collaborations, the classroom will be available for the professional learning components of CCIE.

Maker Space: A collaborative Maker Space, managed by CCIE, will be available for making, learning, exploring, and sharing to support primary and secondary education programs in Science, Technology, Engineering, Arts, and Mathematics (STEAM).

Support space: The facility will also include breakout and queueing space, class-prep rooms, and office-hours rooms for use by teaching assistants who are officed in touchdown workspaces. Teaching materials storage and staging space will be provided for the convenience of the faculty. Critical personnel will be provided office space based on UCF's collaborative workspace model.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to LEED and sustainability on all new construction and major renovation projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission.

Since 2007, UCF has mandated LEED certification, with the obligation that all projects achieve Gold level of certification. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects are achieved.

The Facilities Planning & Construction and Facilities Operations departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

SPACE CLASSIFICATIONS

The space classification is teaching laboratory, classroom, and offices.

Energy consumption shall be at least 30% less than the energy standards cited in ASHRAE 90.1-2016, and water consumption shall be at least 30% less than that of a comparable building. Laboratories, especially and all other space classifications shall incorporate continuous variable air flow and temperature reset strategies. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy. All new construction projects shall utilize district cooling and heating for space needs as determined by a life cycle cost needs analysis. Projects shall also evaluate multiple life cycle cost analyses for alternative measures to provide dehumidification for all space classifications and related energy use. All heating and reheating systems shall be hydronic.

EDUCATIONAL PLANT SURVEY

The 2021-2026 Educational Plant Survey was conducted on March 4-5, 2021, approved by the BOT on April 22, 2021 and the BOG on June 22, 2021.

The most recent UCF Educational Plant Survey recommends the Learning Laboratory as Project 5.1.

RESERVE ESCROW PLAN

	Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)	New Construction Projects (2% per Board Regulation 14.002)
Estimated Bldg Value:	\$ -	\$ 56,636,550
Value Basis/Source:		Total construction cost or insurable value, whichever is greater.
Estimated 1st Yr Deposit:	\$ -	\$ 1,132,731
Funding Source:		
Comments:		

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Classroom	23,900	1.5	35,850	355	12,717,429
Teaching Lab	68,600	1.5	102,900	387	39,872,721
Office	7,500	1.5	11,250	360	4,046,400
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Subtotal NASF:	-	-	-	-	-
Other	-	-	-	-	-
Total:	100,000		150,000		56,636,550

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects <u>Only</u>	
						BEFORE	AFTER
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Subtotal NASF:	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total:	-		-		-	-	-
Grand Total:	100,000		150,000		56,636,550		

PECO Project Detail

University: University of Central Florida
Project Name: Performing Arts Complex Phase II
Project Address: 12488 Centaurus Blvd, Orlando, FL 32816

Priority #: 5

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO UNIVERSITY OBJECTIVES

The Performing Arts Complex Phase II (PAC II) project is the second, and final, phase of the UCF Performing Arts Complex. UCF, the state university with the highest student enrollment in Florida, cannot meet the needs of the School of Performing Arts with its existing facilities. Currently, the Music and Theatre Departments reside in the Performing Arts Complex Phase I (PAC I), a classroom and studio structure that was constructed in 2010. Since PAC I was constructed without performance venues, PAC II will meet this critical need. Due to consistent growth of academic offerings and a substantial increase in student enrollment over the past 10 years, PAC I is operating above capacity. Performing Arts has contended with the lack of performance space in PAC I by utilizing inadequate on-campus spaces, such as lecture halls and Rehearsal Hall, a 167-seat dedicated music performance facility, and by borrowing larger and more up-to-date performance spaces from neighboring churches and schools.

In lieu of constructing multiple performance venue spaces in PAC II, the facility will be designed to provide a highly-flexible "Sound Stage," divisible and convertible into as many as four performance spaces to provide learning opportunities for traditional performances (proscenium theatre, concert hall, etc.), as well as for developing unique events for UCF's new Themed Experience program (experiential, immersive, interactive, and shareable activities). The Sound Stage will have mobile "seating wagons" and no fixed seating.

PAC II will provide teaching labs (sound stage, rehearsal studios, production shops, etc.), study space/gallery, storage, and supporting offices, and will establish a new cultural home for the School of Performing Arts. The learning spaces will be built to professional standards with the most advanced of technologies, enabling the teaching labs to be accessed, shared, and experienced on many different platforms, in addition to traditional live settings. By using technology to create an innovative laboratory experience for undergraduate and graduate students, UCF can attract and retain exceptional students, faculty, and staff, whose collective contributions will strengthen academic programs as well as promote partnerships within the community.

PAC II will enrich all UCF programs by emphasizing the critical importance of the arts in education and encouraging creativity and innovation across other academic disciplines. This convergence between the arts and other fields of academia is among the facility's most important contributions in support of UCF's vision to create opportunity through access, partnerships, interdisciplinary endeavors, and community engagement.

Students who graduate with degrees in the Performing Arts, at both the undergraduate and graduate levels, will possess the skill sets required to contribute to the local economy, by virtue of their marketability as employees in the field of entertainment. The College of Arts and Humanities has recently introduced a new Themed Experience track in the Theatre Masters of Fine Arts program as well as the Masters of Science program. Located in the "Theme Park Capital of the World," UCF is uniquely positioned to meet a growing demand for a skilled workforce, forward-thinking research, and creative ideation in the Themed Experience industry.

The benefits of completing the Performing Arts Complex, with the construction of PAC II, will extend well beyond the UCF campus. The spaces will attract regional community activities to campus, a potential boon to the local economy.

- Because of Orlando's prominence as an international tourist destination, PAC II will help UCF students and faculty expand their reach, and promote greater international recognition for the university.
- PAC II will enhance collaborations with community-based industry partners, such as Disney World, Universal Studios, and Cirque du Soleil; and open the door to other creative partnerships.
- Community-based partner organizations, such as the Orlando Philharmonic, Orlando Shakespeare Theater, and Orlando Repertory Theatre will be able to use PAC II technologies and venues, as they support UCF's graduate programs.
- PAC II would assist UCF in meeting state performance goals (skilled graduates earning competitive wages) and align with the UCF Collective Impact Strategic Plan goal of transforming lives and livelihoods through UCF's impact on students and the communities it serves.

Space needs and project costs for PAC II were determined as follows: First, a preliminary needs-evaluation and design concept was prepared by a prominent local architecture firm and a theatrical consulting firm. UCF then developed a "summary of required spaces" that aligned with space categories used by the SUS. Finally, a local contracting firm prepared a detailed cost estimate, including "extraordinary costs that are not directly related to the facility" (utility extension from the UCF District Energy Plant and IT upgrades).

The building program for the facility has been approved by the university President. In 2019, student government expressed their support for the project, as evidenced by the student led CITF committee allocating \$2M of CITF funds to the design efforts of the project. The UCF Board of Trustees has also approved the use of these funds, as well as \$750K of donations, to be spent on design and preconstruction efforts.

The use of the performance space as Auditoria will be far less frequent than its use as learning space; therefore, performance, rehearsal, and production spaces will be classified as Instructional space (Teaching Labs) where students will learn all facets of the design, production, and staging of performances such as plays, musicals, concerts, and themed events. A large portion of lobby and gallery space will be used as Study space.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to the efficient use of natural resources. As energy costs and demands continue to grow, achieving energy efficiency has become increasingly important to the university's mission. Appropriate policies and procedures that govern the use of environmental resources and facilities have enabled UCF to achieve the improvements necessary to ensure a productive environment for all and establish itself as a national leader in energy research, education, and stewardship.

Energy consumption shall be at least 30% less than the energy standards cited in ASHRAE 90.1-2016, and water consumption shall be at least 30% less than that of a comparable building. Laboratories, especially and all other space classifications shall incorporate continuous variable air flow and temperature reset strategies. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy. All new construction projects shall utilize district cooling and heating for space needs as determined by a life cycle cost needs analysis. Projects shall also evaluate multiple life cycle cost analyses for alternative measures to provide dehumidification for all space classifications and related energy use. All heating and reheating systems shall be hydronic.

SPACE CLASSIFICATIONS

The space classification is teaching laboratory, study, auditorium/exhibition, and offices.

EDUCATIONAL PLANT SURVEY

The 2021-2026 Educational Plant Survey was conducted on March 4-5, 2021, approved by the BOT on April 22, 2021 and the BOG on June 22, 2021.

The most recent UCF Educational Plant Survey recommends the Performing Arts Complex Phase II as Project 5.3.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ -	\$	51,038,948
Value Basis/Source:		Total construction cost or insurable value, whichever is greater.	
Estimated 1st Yr Deposit:	\$ -	\$	1,020,779
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Teaching Lab	49,335	1.5	74,003	435	32,191,088
Study	6,400	1.4	8,960	333	2,985,472
Office	2,485	1.5	3,728	346	1,289,529
Auditorium/Exhibition	28,060	1.2	33,672	410	13,805,520
	-		-		-
	-		-		-
	-		-		-
	-		-		-
	-		-		-
Subtotal NASF:	-		-		-
Other	2,030	1.2	2,436	315	767,340
Total:	88,310		122,798		51,038,948

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost	Remodeling Projects Only	
						BEFORE	AFTER
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
	-		-		-	-	-
Subtotal NASF:	-		-		-	-	-
Other	-		-		-	-	-
Total:	-		-		-	-	-
Grand Total:	88,310		122,798		51,038,948		

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred		Projected Costs				Total
	to Date	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	
Basic Construction Costs							
Building Cost (from above)	-	-	-	-	51,038,948	-	51,038,948
Environmental Impacts/Mitigation	-	-	-	-	-	-	-
Site Preparation	-	-	-	-	1,500,000	-	1,500,000
Landscape / Irrigation	-	-	-	-	800,000	-	800,000
Plaza / Walks	-	-	-	-	587,550	-	587,550
Roadway Improvements	-	-	-	-	-	-	-
Parking : <input type="text"/> spaces	-	-	-	-	-	-	-
Telecommunication	-	-	-	-	1,500,000	-	1,500,000
Electrical Service	-	-	-	-	600,000	-	600,000
Water Distribution	-	-	-	-	350,000	-	350,000
Sanitary Sewer System	-	-	-	-	350,000	-	350,000
Chilled Water System	-	-	-	-	2,500,000	-	2,500,000
Storm Water System	-	-	-	-	800,000	-	800,000
Energy Efficient Equipment	-	-	-	-	700,000	-	700,000
Subtotal: Basic Const. Costs	-	-	-	-	60,726,498	-	60,726,498
Other Project Costs							
Land / existing facility acquisition	-	-	-	-	-	-	-
Professional Fees	2,750,000	-	-	2,414,520	-	-	5,164,520
Fire Marshall Fees	-	-	-	-	165,133	-	165,133
Inspection Services	-	-	-	-	974,435	-	974,435
Insurance Consultant	-	-	-	-	35,602	-	35,602
Surveys & Tests	-	-	-	-	100,000	-	100,000
Permit / Impact / Environmental Fees	-	-	-	-	119,292	-	119,292
Artwork	-	-	-	-	100,000	-	100,000
Moveable Furnishings & Equipment	-	-	-	-	1,200,000	5,164,520	6,364,520
Project Contingency	-	-	-	-	3,750,000	-	3,750,000
Subtotal: Other Project Costs	2,750,000	-	-	2,414,520	6,444,462	5,164,520	16,773,502
Total Project Cost:	2,750,000	-	-	2,414,520	67,170,960	5,164,520	77,500,000

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
CITF	21-22	2,000,000			-	25-26	2,414,520	Should equal <i>Total Project Cost</i> above
Donation/Gift	21-22	750,000			-	26-27	67,170,960	
					-	27-28	5,164,520	
					-			
		2,750,000	-			74,750,000		77,500,000

PECO Project Detail

University: University of Central Florida
Project Name: John C. Hitt Library Renovation Phase IIB
Project Address: 12701 Pegasus Drive Orlando, FL 32816

Priority #: 1

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The John C. Hitt Library, built in 1967 when enrollment was 1,948 students, and expanded in 1984, is woefully inadequate to meet the needs of current and future student populations. The existing library, with a collection of over 1.3 million print volumes, is open 105 hours per week (pre-COVID), and had a pre-COVID patron count of almost 1.25 million visits per year. During a typical midterm week, 41,000 people visit the library. The existing library had 1,903 public seats pre-Phase IA construction, which represents about 4.9% of the main campus FTE, a low ratio for university libraries.

The university contracted with the ISES Corporation to conduct a Facilities Condition Assessment (FCA) to benchmark the condition of its E&G facilities. The John C. Hitt Library renovation will address both critical and non-critical issues identified in the FCA. These issues encompass deficiencies such as indoor air quality, fire alarm modernization, potable water and plumbing distribution systems, electrical service, asbestos, HVAC modernization, lighting upgrades, building automation, ADA compliance, building envelope repairs, interior finishes, flooring, egress, exterior lighting, and utility service entrance upgrades. Information technology upgrades are also required in order to meet current and future requirements.

When completed, the renovated and expanded facility will include flexible interior spaces featuring greatly increased seating, more collaboration spaces, expanded library instruction rooms; triple the number of group study rooms; a 24/5 study area; a digital initiatives center; additional Special Collections and University Archives space; graduate study space; dedicated space for campus academic partners such as SARC and the Writing Center; quiet study areas; and more than twice the number of technology workstations. The building will integrate advances in technology seamlessly with library services and collections. The renovation will also upgrade existing HVAC, electrical, and water systems – most of which are original to the building.

Phase IIB of the Library project consists of the full renovation of the second floor of the library. When reconstructed, this floor will include a new library technology lending desk, an upgraded café, a student academic resource center, and considerable student seating and group study rooms. The renovation will require the following scope:

- Demolition of the entire floor back to structure
- New HVAC, electrical, plumbing, air distribution, fire alarm, and sprinkler systems
- New ceilings, lighting, painted walls, and floor finishes
- Upgraded ADA restrooms
- New furniture for student and staff use

When fully completed, this project will provide approximately 3,500 public seats, about 9.1% of main campus FTE.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of natural resource consumption in new construction projects, and renovations where applicable. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and operational efficiency is achieved.

The project will achieve Gold LEED certification from the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ANSI/ASHRAE/IES Standard 90.1-2016 Energy Standard for Buildings, and water consumption will be at least 30% less than that of a comparable building. The project will utilize the district cooling loop for space cooling needs and look at alternative measures to provide dehumidification with the classifications of classroom and offices and related energy use. All heating and reheating will be hydronic.

CLASSROOM/OFFICE/STUDY

The space classification is predominately open seating, group study rooms, stacks, or office type.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted on October 6-7, 2015 and approved June 2016. UCF2015 Educational Plant Survey (EPS) recommends the John C. Hitt Library Renovation Project as 2.2 & 3.2.

RESERVE ESCROW PLAN

Renovation/Remodeling Projects (1% per s. 1001.706(12)(c) F.S.)		New Construction Projects (2% per Board Regulation 14.002)	
Estimated Bldg Value:	\$ -	\$ -	
Value Basis/Source:		Total construction cost or insurable value, whichever is greater.	
Estimated 1st Yr Deposit:	\$ -	\$ -	
Funding Source:			
Comments:			

BUILDING SPACE DESCRIPTION (account for all building space below)

Space Type (per FICM)	Net Sq. Ft. (NSF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Study	30,000	1.5	45,000	353	15,873,750
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Subtotal NASF:	-	-	-	-	-
Other		1.2		315	
Total:	30,000		45,000		15,873,750

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

					Remodeling Projects <u>Only</u>	
					BEFORE	AFTER
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
	-		-	-	-	-
Subtotal NASF:	-		-	-	-	-
Other	-		-	-	-	-
Total:	-		-	-	-	-
Grand Total:	30,000		45,000		15,873,750	

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Incurred		Projected Costs					Total
	to Date	Year 1	Year 2	Year 3	Year 4	Year 5		
Basic Construction Costs								
Building Cost (from above)	921,084	14,952,666	-	-	-	-	15,873,750	
Environmental Impacts/Mitigation	-	-	-	-	-	-	-	
Site Preparation	-	-	-	-	-	-	-	
Landscape / Irrigation	-	-	-	-	-	-	-	
Plaza / Walks	-	-	-	-	-	-	-	
Roadway Improvements	-	-	-	-	-	-	-	
Parking : spaces	-	-	-	-	-	-	-	
Telecommunication	-	-	-	-	-	-	-	
Electrical Service	-	-	-	-	-	-	-	
Water Distribution	-	-	-	-	-	-	-	
Sanitary Sewer System	-	-	-	-	-	-	-	
Chilled Water System	-	-	-	-	-	-	-	
Storm Water System	-	-	-	-	-	-	-	
Energy Efficient Equipment	-	-	-	-	-	-	-	
Subtotal: Basic Const. Costs	921,084	14,952,666	-	-	-	-	15,873,750	
Other Project Costs								
Land / existing facility acquisition	-	-	-	-	-	-	-	
Professional Fees	900,000	900,000	-	-	-	-	1,800,000	
Fire Marshall Fees	36,188	-	-	-	-	-	36,188	
Inspection Services	-	-	-	-	-	-	-	
Insurance Consultant	-	-	-	-	-	-	-	
Surveys & Tests	-	-	-	-	-	-	-	
Permit / Impact / Environmental Fees	110,000	-	-	-	-	-	110,000	
Artwork	-	-	-	-	-	-	-	
Moveable Furnishings & Equipment	-	1,601,312	-	-	-	-	1,601,312	
Project Contingency	36,188	687,562	-	-	-	-	723,750	
Subtotal: Other Project Costs	1,082,376	3,188,874	-	-	-	-	4,271,250	
Total Project Cost:	2,003,460	18,141,540	-	-	-	-	20,145,000	

PROJECT FUNDING

Funding Received to Date (all sources)			Projected Supplemental Funding			Projected PECO Requests		Total Project Cost
Source	FY	Amount	Source	FY	Amount	FY	Amount	
CITF	22-23	2,003,460			-	23-24	-	Should equal <i>Total Project Cost</i> above
					-			
					-			
					-			
					-			
		2,003,460			-		-	2,003,460



Board of Trustees
May 26, 2022

AES-1: Conferral of Degrees

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Approval for Summer 2022 Conferral of Degrees

Background Information:

UCF expects to award the following degrees during the summer commencement ceremonies on August 5 & 6, 2022.

Baccalaureate Degrees:	2,405
Master's Degrees:	474
<u>Doctoral and Specialist:</u>	<u>136</u>
Total:	3,015

Recommended Action:

Recommend approval of the conferral of degrees during the Summer 2022 Commencement.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

BOG 1.001 (4)(a)
UCF BOT AESC Charter

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Graduation Count - Summer

Facilitator/Presenter:

Michael D. Johnson

UCF Summer 2022 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	129	0	1	130
College of Business Administration	346	85	0	431
College of Community Innovation and Education	256	167	32	455
College of Engineering and Computer Science	239	63	25	327
College of Graduate Studies	0	4	0	4
College of Health Professions and Sciences	283	74	1	358
College of Medicine	81	7	1	89
College of Nursing	202	6	37	245
College of Optics and Photonics	5	4	8	17
College of Sciences	536	33	29	598
College of Undergraduate Studies	181	0	0	181
Rosen College of Hospitality Management	147	31	2	180
Degree level totals:	2,405	474	136	3,015



Board of Trustees
May 26, 2022

AES-2: 2022 UCF Tenure Recommendations

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The UCF tenure process requires that tenure-earning faculty members that are not in the College of Medicine seek tenure by the end of their sixth year of employment. Tenure-earning faculty members in the College of Medicine must seek tenure by the end of their eighth year of employment. The Provost and President support the 2022 Tenure Recommendations.

Background Information:

The tenure procedure involves review by the department promotion and tenure committee, the department chair, the college promotion and tenure committee, the dean of the college, the university promotion and tenure committee, the provost, and the president. Tenure becomes official with final approval of the University of Central Florida Board of Trustees. If approved, tenure will become effective on August 8, 2022.

Recommended Action:

Recommend approval of 2022 UCF Tenure Recommendations

Alternatives to Decision:

Not approve the award of tenure to any or all of the faculty members listed on Attachment A.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

UCF-3.015(4)(a)1 – Promotion and Tenure of Tenured and Tenure-earning Faculty

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: 2022 Tenure Recommendations
Attachment B: 2022 Tenure Candidate Summaries

Facilitator/Presenter:

Michael D. Johnson
Jana L. Jasinski, Vice Provost for Faculty Excellence and Pegasus Professor of Sociology

2022 Tenure Recommendations

College	Department/School	Last Name	First Name	Current Rank
Arts and Humanities	History	Dandrow	Edward	Assistant Professor
Arts and Humanities	History	Earley	Tiffany	Assistant Professor
Arts and Humanities	History	Hardy	Duncan	Assistant Professor
Arts and Humanities	Music	Kizer	Tremon	Assistant Professor
Arts and Humanities	Music	Lapka	Christine	Assistant Professor
Arts and Humanities	Philosophy	Ravela	Christian	Assistant Professor
Arts and Humanities	Writing and Rhetoric	Pinkert	Laurie	Assistant Professor
Community Innovation and Education	School of Teacher Education	Gao	Su	Assistant Professor
Community Innovation and Education	School of Public Administration	Ge	Yue	Assistant Professor
Community Innovation and Education	Criminal Justice	Labrecque	Ryan	Assistant Professor
Community Innovation and Education	School of Public Administration	Mitchell	David	Assistant Professor
Community Innovation and Education	Criminal Justice	Viglione	Jill	Assistant Professor
Community Innovation and Education	School of Public Administration	Yeo	Jungwon	Assistant Professor
Community Innovation and Education	Counselor Education and School Psychology	Zeligman	Melissa	Assistant Professor
Engineering and Computer Science	Materials Science and Engineering	Davis	Kristopher	Assistant Professor
Engineering and Computer Science	Electrical and Computer Engineering	Dimitrovski	Aleksandar	Associate Professor
Engineering and Computer Science	Electrical and Computer Engineering	Ewetz	Rickard	Assistant Professor
Engineering and Computer Science	Mechanical and Aerospace Engineering	Ghosh	Ranajay	Assistant Professor
Engineering and Computer Science	Electrical and Computer Engineering	Guo	Zhishan	Assistant Professor
Engineering and Computer Science	Civil, Environmental, and Construction Engineering	Hasan	Samiul	Assistant Professor
Engineering and Computer Science	Mechanical and Aerospace Engineering	Huang	Helen	Assistant Professor
Engineering and Computer Science	Materials Science and Engineering	Jung	YeonWoong	Assistant Professor
Engineering and Computer Science	Electrical and Computer Engineering	Kim	Brian	Assistant Professor
Engineering and Computer Science	Materials Science and Engineering	Rajaraman	Swaminathan	Assistant Professor
Engineering and Computer Science	Materials Science and Engineering	Roy	Tania	Assistant Professor
Engineering and Computer Science	Civil, Environmental, and Construction Engineering	Sadmani	A H M Anwar	Assistant Professor
Engineering and Computer Science	Industrial Engineering and Management Systems	Sawyer	Benjamin	Assistant Professor
Engineering and Computer Science	Mechanical and Aerospace Engineering	Steward	Robert	Assistant Professor
Engineering and Computer Science	Civil, Environmental, and Construction Engineering	Wahl	Thomas	Assistant Professor
Graduate Studies	School of Modeling, Simulation, and Training	Kider Jr.	Joseph	Assistant Professor
Health Professions and Sciences	Health Sciences	Garcia	Jeanette	Assistant Professor
Health Professions and Sciences	School of Social Work	Whitworth	James	Associate Profess

Attachment A

Medicine	Burnett School of Biomedical Sciences	McKinstry	Karl	Assistant Professor
Nursing	Nursing Systems	Kinchen	Elizabeth	Assistant Professor
Optics and Photonics		Han	Kyu Young	Assistant Professor
Rosen College of Hospitality Management	Foodservice and Lodging Management	Okumus	Bendegul	Assistant Professor
Rosen College of Hospitality Management	Hospitality Services	Ridderstaat	Jorge	Assistant Professor
Rosen College of Hospitality Management	Hospitality Services	Zhang	Tingting	Assistant Professor
Sciences	Chemistry	Beazley	Melanie	Assistant Professor
Sciences	Biology	De Bekker	Adriana	Assistant Professor
Sciences	Anthropology	Duncan	Neil	Assistant Professor
Sciences	Physics	Feng	Xiaofeng	Assistant Professor
Sciences	Chemistry	Gerasimova	Yulia	Assistant Professor
Sciences	Nicholson School of Communication and Media	Harrington	Maria	Assistant Professor
Sciences	Physics	Kaden	William	Assistant Professor
Sciences	Physics	Kang	Ellen	Assistant Professor
Sciences	Mathematics	Lopez-Garcia	Abey	Assistant Professor
Sciences	Biology	Mason	Chase	Assistant Professor

2022 Recommended Tenure Candidates

College of Arts and Humanities

Edward Dandrow: Department of History

Dr. Dandrow is an historian, archaeologist, and numismatist of the eastern Mediterranean region from c. 100 BC-AD 600. He focuses on Greek and Latin historical and ethnographic literature, ethnic and cultural identities, and the impact of Rome on eastern Mediterranean societies and cultures. Dr. Dandrow teaches courses on European history, including several courses he created at UCF. He regularly brings students to Turkey and Italy through study abroad programs to integrate experiential learning and internationalization into his courses and has guided master's students with their thesis research. He has received several UCF teaching awards. Dr. Dandrow is the chief archaeologist in the excavation of ancient Roman ships in the Black Sea and serves on the team excavating the Roman legionary camp at Satala (Sadak, Turkey). Dr. Dandrow has published seven peer-reviewed articles and chapters and his publications appear in prestigious international publications such as *Numismatic Chronicle* and *Revue Numismatique* and in volumes published by Routledge and the BAR (British Archaeological Reports) International Series. He has conducted fieldwork at three sites in Turkey and has assisted in identifying coins for the British Museum and the Ashmolean Museum (Oxford University) in addition to several museums in Turkey. He also serves on numerous college and university committees, including the Undergraduate Research Council and regularly advises students in the History Department.

Tiffany Earley: Department of History

Dr. Earley is an historian and digital humanist who teaches courses ranging from the general education program survey on Western civilization to upper-level and graduate courses on ancient Near Eastern history, digital history, and public history. She has created several courses, including an undergraduate course on spatial history and digital storytelling and offers opportunities for students to engage in global, experiential learning through field work in Armenia. Her innovations and excellence in teaching have been recognized with a UCF teaching award. She has published six peer-reviewed articles and book chapters and several others are in press. Dr. Earley's research focuses upon spatial analysis methods and warfare in the ancient Near East and her publications appear in journals such as the *Armenian Journal of Near Eastern Studies* and the *Journal of Archaeological Science*. Her book is currently in press with the University Press of Colorado. She was invited to become a national lecturer by the Archaeological Institute of America and is the recipient of the American Society of Overseas Research Mesopotamian Fellowship and the American Research Institute of the South Caucasus Collaborative Heritage Management Fellowship. She has served on panels and evaluated proposals for the National Endowment for the Humanities and the National Science Foundation and sits on the editorial board of the *International Journal of Humanities and Arts Computing*.

Duncan Hardy: Department of History

Dr. Hardy is an historian who focuses on medieval and early modern Central Europe. He teaches a wide range of courses that span many regions and time periods of European and world history. In addition to the courses he teaches, Dr. Hardy has chaired and served on numerous undergraduate honors theses, master's theses, and doctoral dissertations. His general education program Western civilization course has been certified as an "Affordability Counts" course saving students money by using open educational resources. His six peer-reviewed articles and chapters appear in highly respected international journals such as *German History* and *Crusades* or in books published by international presses such as Routledge and Brill. His book published with Oxford University Press and was awarded the Royal Historical Society's Gladstone Prize. A second book proposal is under consideration with Manchester University Press. He received a highly competitive fellowship from the University of Cambridge to facilitate his research in European libraries and archives and has presented his research at national and international conferences and given six invited lectures. In addition to serving on committees in his department and college, Dr. Hardy serves as the editor of the only scholarly network devoted to the history of the Holy Roman Empire.

Tremon Kizer: School of Performing Arts, Music

Dr. Kizer is an accomplished director, conductor, and classroom teacher. He serves as Director of Athletic Bands and Associate Director of Bands, in addition to teaching undergraduate and graduate courses in music education and performance. His ensembles (Marching Band, Basketball Band, and Symphonic Band) perform at nearly 60 events throughout the academic year with local, regional, and national reach. He was an international finalist in 2021 in two categories (wind band conducting and American music) for the prestigious American Prize - a juried competition for academic ensemble and solo performers. He has had five invited guest conducting engagements at a national level, including the Kansas All-State Band, and has given 15 conference and workshop presentations, including 10 at national conference venues, such as the Minnesota, Kansas, and Missouri Music Educators Association Conference, and the College Band Directors National Association (CBDNA) Divisional and National Conferences. He has also produced two CD's, *Live from Drigger's Field* with the Marching Knights, and *Zodiac Concerto* with the UCF Wind Ensemble. Dr. Kizer designed the shows that the Marching Knights have performed at the Florida Marching Band Championships (2019 and 2017), Bands of America Regional Championships (2019 and 2018), Auto Nation Cure Bowl (2016), Chick-Fil-A Peach Bowl (2018), the PlayStation Fiesta Bowl (2019) and the Gasparilla Bowl (2019). He was selected to design and host the 2022 College Band Directors Athletic Band National Conference. He also serves as a board member for the Florida Symphony Youth Orchestra, is the state chair for the Florida Bandmasters Association Commissioning Committee and the Music Performance Assessment Music Selection Committee and has provided 44 curated clinics with middle and high school bands, both locally and nationally.

Christine Lapka: School of Performing Arts, Music

Dr. Lapka joined UCF in 2019 with tenure credit from Western Illinois University. Her scholarship focuses on music pedagogy for students with disabilities, with a specialization in universal design for learning. Her teaching assignments include courses at both the graduate and undergraduate levels and include courses on music theory and assessment, general music literature and techniques, and elementary school music methods among others. In addition, she observes multiple junior and senior student interns within the Bachelor of Music Education degree program with up to four site visits per student each semester. She has also begun collaborating with engineering students to create an adapted wind instrument for students with disabilities. Her publications include peer-reviewed journal articles and book chapters, and she has completed 25 peer-reviewed or invited presentations at the international, national, regional, state, and local levels, including at the International Society for Music Education and the National Association for Music Education. These are the largest and most visible professional organizations in the field of music education. She has been invited to present workshops to local teachers and students and is a consultant for the Orlando Philharmonic Orchestra regarding children's programming. Dr. Lapka also served as a consultant for the National Federation of State High School Associations and the National Association for Music Education on the topic of Students with Disabilities and has collaborated with concert band and music theater to offer a concert series for patrons with special needs.

Laurie Pinkert: Department of Writing and Rhetoric

Dr. Pinkert is a scholar who focuses on understanding the relationships between writing and identity to develop approaches to writing program design, development, and administration that can support identity development among writers. She teaches a diverse range of courses, including core courses in the department's bachelor's and master's degree programs. Assignments in her courses are focused on providing students with skills needed for employment. For example, students in her professional writing courses redesign infographics to make data more usable for a new audience and then present this work to their employer or community organization. In her role as the director of undergraduate programs, she has led curricular development and assessment initiatives for the Writing and Rhetoric Undergraduate major, minor, and certificate programs. Dr. Pinkert developed and piloted two variable-credit writing-intensive courses for students who participate in the Academic Advancement Program's McNair Scholars Program. These courses provide weekly writing instruction on the development of grant and fellowship proposals and graduate school applications and have resulted in successful applications for graduate funding. She has published six articles in selective, top-tier journals such as *College English*, *College Composition and Communication* and *Composition Studies* and one peer-reviewed book chapter. She is also a co-investigator on a five-year \$599,000 National Science Foundation grant to identify the foundations and frameworks in selected STEM disciplines and to determine how these orientations might support (or inhibit) students' successful progression in their selected fields with attention to underrepresented students and their representation (or lack thereof) in STEM fields' frameworks.

Christian Ravela: Department of Philosophy

Dr. Ravela is an interdisciplinary literary and cultural studies scholar of race. He teaches both undergraduate and graduate level courses, including the general education program course, "Studies in Culture: Ancient to 17th Century" and "Research Methods in Humanities", the gateway course for Humanities and Cultural Studies majors. He has also supervised an honors thesis and a dissertation. In addition, Dr. Ravela has facilitated several workshops on teaching for his department. Dr. Ravela has also engaged in significant research on teaching that has informed his own pedagogical practices. Dr. Ravela has published eight single-authored, peer-reviewed articles in top tier and flagship journals for literary and cultural studies such as *Cultural Critique* (with 8%-10% acceptance), *Twentieth Century Literature* (with 8% acceptance), and *Modern Fiction Studies* (with 8% acceptance). He also regularly participates in top national conferences in his field. His scholarship explores questions of race through historical and formal analyses of 20th and 21st century U.S. multiethnic literary and cultural production. He serves as the faculty advisor for *Sparks Magazine*, a UCF Asian American undergraduate magazine and has served on numerous departments, college and university committees. He has also contributed to the discipline, by reviewing manuscripts for publication, speaking to the press about Asian-American issues, and serving on a prize committee for the American Studies Association.

College of Community Innovation and Education

Su Gao: School of Teacher Education

Dr. Gao has taught a variety of undergraduate and graduate courses, including a doctoral seminar for science education PhD students. Innovations in her teaching have been supported in part by internal and external grants and have helped more than 260 preservice teachers and 110 in-service teachers attain their academic success and learn how to teach science effectively. Dr. Gao has also supervised 67 undergraduate interns in the Secondary Science Education Program. She has also served on doctoral dissertation committees and provided opportunities for doctoral students to co-teach with her. Dr. Gao's scholarship is centered on two major themes: preparing and supporting teacher candidates and practicing teachers in teaching children science; and investigating teaching strategies and student performance in an international context. For both areas, she pursues research that informed the teacher education community, as well as the education research community. Dr. Gao has published 13 scholarly works, including nine journal articles, two book chapters, and two published proceedings. She has been awarded several grants, including one from the National Science Foundation (\$500,000) and three from the Florida Department of Education (Total: \$211,774). Dr. Gao has been active in local public-school districts, working with intern I and intern II students and their mentor teachers and has served as a grant reviewer for the National Science Foundation.

Yue Ge: School of Public Administration

Dr. Ge came to UCF from North Dakota State University with two years of tenure credit. Dr. Ge teaches undergraduate and graduate courses in the Emergency and Crisis Management Program, such as hazard mitigation and preparedness, disaster response and recovery, and international emergency and crisis management. Dr. Ge has developed three new courses for UCF and has mentored postdoctoral scholars, doctoral and master's students. Dr. Ge's research focuses on collaborative decision making, urban resilience, and interdisciplinary research methods. He has secured three federal research grants on information technology-enhanced risk communication as either a principal or co-principal investigator from the National Science Foundation and NASA totaling \$3.9 million. He has published 16 articles in leading peer-reviewed journals since 2016 including *Risk, Environment and Planning B: Planning and Design*, *Asia Pacific Journal of Management*, and *Natural Hazards*. At UCF, he chairs the School Scholarship Committee and has served on numerous school and college committees. He also serves as a member of the Governor's Hurricane Conference, Educational Outreach Committee.

Ryan Labreque: Department of Criminal Justice

Dr. Labreque is an institutional and community corrections scholar who investigates the effectiveness of correctional interventions in reducing criminal behavior. He is deeply committed to teaching and working with students. He teaches a wide variety of in-person, online, and mixed-modality courses in the areas of corrections, criminal justice systems, data analysis, and criminological theory. He has also chaired three master's theses, served as a member on two master's theses, and an external member on two dissertation committees. During his academic career, he has been awarded 10 research grants totaling nearly \$950,000, including a Graduate Research Fellowship and an Early Career Program Award from the National Institute of Justice. He has published 36 peer-reviewed articles (16 since joining UCF in 2019), including 12 co-authored with graduate students, in a variety of criminal justice and psychology academic journals and practitioner outlets with wide readership from corrections professionals. His publications also include 19 technical reports, seven book chapters, five encyclopedia entries, and two online media publications. He has also testified twice before the Oregon House and Senate Judiciary Committees, facilitated a professional webinar on propensity score modeling, and served as an expert witness in a class-action lawsuit over the use of administrative segregation in Ontario, Canada. In the last year, he was appointed as the Associate Editor of the journal *Corrections: Policy, Practice and Research* (CPPR) and has reviewed grant proposals for the National Institute of Justice, the Bureau of Justice Assistance, and the National Science Foundation.

David Mitchell: School of Public Administration

Dr. Mitchell teaches undergraduate and graduate courses such as change management in public administration, public capital and debt, and revenue policy and administration. He also developed a graduate certificate program in public budgeting and finance. In his courses, he uses service learning and integrated learning, and he has received quality online and textbook affordability designations for several courses. Dr. Mitchell's scholarship advances the public strategic management discipline by: 1) endorsing contingent perspective to strategy implementation focused upon practice, project management, and process in lieu of traditional, monolithic conceptions; 2) identifying the informal and formal accountability mechanisms utilized by local governments to strategically assess the ongoing value of participating in collaborative municipal service delivery networks; and 3) demonstrating that budgeting is an integral component of strategic management. He has published 13 articles in international and national public administration refereed journals with six published in the flagship journals of American Society for Public Administration (ASPA)-affiliated sections, two additional articles are published in the top-ranked public budgeting and finance journal. He has also presented professional papers (32) at international, national, regional, and state refereed conferences; 10 presentations were conducted with his graduate student mentees and three with practitioners. He has been invited to present his research 11 times, once in Romania as part of local official training. Dr. Mitchell has also participated in projects totaling \$249,232 from external sources. In addition to serving on committees at UCF, he has served as the national chair of the ASPA Section of Public Performance and Management and on the national executive committee for the ASPA Section on Public Administration Research. He currently serves on the International City/County Management Association (ICMA) Advisory Board on Graduate Education.

Jill Viglione: Department of Criminal Justice

Dr. Viglione came to UCF with one year of credit toward tenure from the University of Texas at San Antonio. She is dedicated to student learning, especially through experiential learning. She teaches undergraduate courses in research methods and corrections and graduate courses in criminal justice organizations and community corrections. She also developed and taught the department's first research-intensive course, titled "Community-based Corrections Research Intensive". She also mentors undergraduate students via directed independent research courses and serves on multiple dissertation committees. Dr. Viglione's research seeks to identify barriers and facilitators of change within correctional settings and to provide policy recommendations to improve the transfer of research into practice. She has received grants worth nearly \$4.4 million from the National Institutes of Health and National Science Foundation and is a co-principal investigator on a five-year National Institutes of Health study, *Evaluation of Stepping Up Efforts to Improve Mental Health Services and Justice Evaluation*. In April 2019, she was awarded a National Science Foundation Rapid Response Grant titled *Examining Community Corrections Agencies During COVID*. Dr. Viglione has 33 peer-reviewed publications, with the majority published in top-tier journals. She has active partnerships with the Seminole County Sheriff's Office, Osceola County Corrections Department, Orange County Corrections Department, Middle District of Florida Federal Probation, and the Orange County Drug-Free Office. She serves in leadership roles in the American Society of Criminology's Division on Corrections and Sentencing, on the editorial board for *Corrections Policy, Practice, and Research*, as a board member for *Perspectives*, the journal of the American Probation and Parole Association, and an affiliate for the Global Community Corrections Initiative.

Jungwon Yeo: School of Public Administration

Dr. Yeo teaches required quantitative research and service-learning courses in online, hybrid and in-person modalities. Three of her online courses have received the “High Quality” or “Quality” designation -- meaning they have been evaluated for course components proven to be best practices in online course design. She also collaborates with students on conference presentations. She uses methods such as personalized/adaptive learning modules and data driven group research projects to inspire student interest and help students practice evidenced-based reasoning. Dr. Yeo’s research focuses on critical policy and administrative issues that emerge and evolve around the intersection of government, nonprofit and private organizations operating in times of crisis or normalcy. She has published 21 refereed articles, four invited/peer-reviewed book chapters, and presented her research at international and national conferences. She has also received four external research grants (Total: \$136,450) over the last five years and received a best article of the year award from the editors of *Online Information Review* and Emerald Publishing. Dr. Yeo has been active in both professional and university service. She served as an associate editor for *Natural Hazards Review* (the flagship journal in emergency and crisis management) and *Informatization Policy* (an international journal). In addition, she was elected to the executive board for the American Society for Public Administration’s Section on Emergency and Crisis Management and Section on International Comparative Administration.

Melissa Zeligman: Counselor Education and School Psychology

As a counselor educator, Dr. Zeligman trains future mental health professionals. She teaches graduate courses that span techniques of counseling, individual psychological testing, and research in counselor education. She also oversees doctoral student instructors as they teach. Outside the classroom, Dr. Zeligman mentors doctoral students on dissertation committees and independent research. Dr. Zeligman came to UCF with three years of tenure credit from Georgia State University. Her scholarly contributions to counselor education have primarily stemmed from two distinct areas: 1: Trauma work (e.g., medical trauma from chronic illness/HIV, and trauma reactions including post-traumatic growth, dissociation, and meaning making), and 2: Chronic illness. She has published 36 peer-reviewed journal articles since 2016 with 21 co-authored with graduate students. Her work appears in top tier journals such as *Journal of Counseling & Development* and *Counseling Outcome Research and Evaluation* among others. In addition, she serves as co-investigator on a grant funded through the Health Resources and Services Administration (valued at \$1,954,374), where she leads research efforts from data collected through the project. Dr. Zeligman also presents her research at national, state, and local conferences. At UCF, she serves in the role of research coordinator for the Community Counseling and Research Center housed within the college and coordinates the human services minor.

College of Engineering and Computer Science

Kristopher Davis: Department of Materials Science and Engineering

Dr. Davis teaches both graduate and undergraduate courses on optoelectronics, materials processing, and photovoltaic solar energy materials, in addition to numerous research and dissertation courses. His students have been very successful, winning awards at UCF and abroad. In addition to serving on graduate student committees at UCF, Dr. Davis was invited to become an official PhD thesis reviewer for both the University of New South Wales and Australian National University, two of the top universities in the world for photovoltaics. Dr. Davis’ research is focused on the development of new materials, fabrication processes, and characterization techniques to improve photovoltaic technologies and speed up the adoption of solar energy as a global energy resource. He has served as principal investigator or co-principal investigator on projects totaling approximately \$2 million from the U.S. Department of Energy (DOE) Solar Energy Technologies Office. Since 2017, he has published 31 peer-reviewed journal publications, has given seven invited talks, and was recently invited to give two more at well known, international conferences. Dr. Davis was selected for the IEEE Photovoltaic Devices Committee. This position is a selective honor held by a handful of other distinguished members of the photovoltaics research and development community. He serves on the UCF Energy Council, formed by the Office of Research, and serves as a peer reviewer for numerous journals, as well as a grant proposal reviewer for national laboratories and the U.S. Department of Energy.

Aleksandar Dimitrovski: Department of Electrical and Computer Engineering

Dr. Dimitrovski teaches a diverse portfolio of graduate courses such as smart grids protection, power system reliability, and advanced power system analysis, and undergraduate courses in electric machinery and fundamentals of electric power systems. He has developed three new graduate courses and established a new laboratory on smart protection and control for power systems with equipment donated from Schweitzer Engineering Laboratories and Siemens. He also led the creation of a certificate program on sustainable and resilient energy systems and advises both undergraduate and graduate students. Dr. Dimitrovski conducts research in power systems. His most recognized works are in magnetic-electronic power control devices and in computational simulation of large power systems. He has published 25 peer-reviewed journal articles, listing his students as lead author on 11 of these. His h-index is 21, and he has over 1,500 citations to his work in Google Scholar. Dr. Dimitrovski has \$1.35 million of research funding at UCF (\$650,000 as principal investigator and \$700,000 as co-principal investigator, with all but \$50,000 from the U.S. Department of Energy). He was also recipient of a Fulbright fellowship and spent a semester as a visiting U.S. scholar at the University of Pristina in Kosovo, Europe, where he taught a new graduate course on energy economics. Dr. Dimitrovski is a senior member of the Institute for Electrical and Electronics Engineers (IEEE) and serves as a reviewer for most of its Power Engineering Society publications. He also organized the session on Energy Technologies for Smart Communities for UCF's SMART Conference and has been a reviewer for grant proposals to federal agencies.

Rickard Ewetz: Department of Electrical and Computer Engineering

Dr. Ewetz teaches undergraduate courses on engineering analysis and computation and computer aided design as well as graduate courses on future computing systems. He has developed and taught three new classes. To facilitate engaging and effective teaching, Dr. Ewetz provides students the opportunity to solve real-world problems by integrating theoretical lectures with both pen-and-paper and computer-based assignments. He has also mentored seven undergraduate students on research projects and serves on six doctoral committees. Dr. Ewetz's research is broadly focused on computer-aided design and its application to physical design of very large-scale integration (VLSI) circuits, emerging computing paradigms and future computing systems, the security of artificial intelligence (AI) and machine learning (ML), and the security of non-volatile memory systems. He has published 33 full-length conference publications and eight journal publications. As a principal investigator he has external grant funding from one NSF Research Initiation Initiative (CRII) project (\$174,453), one NSF Computer and Network Systems (CNS) Core project (\$499,635), one Defense Advanced Research Projects Agency (DARPA) Guaranteeing AI Robustness Against Deception (GARD) project (\$983,694), and one Cyber-Florida Collaborative Seed Award (\$74,936). He is also actively engaged in service at UCF and in the discipline, serving on technical program committees and as a panelist for federal agencies such as the National Science Foundation and the U.S. Department of Energy.

Ranajay Ghosh: Department of Mechanical and Aerospace Engineering

Dr. Ghosh teaches a variety of courses, including undergraduate, undergraduate honors and graduate courses on topics such as dynamics of machinery and elasticity and plasticity. He has worked to continually innovate his coursework by infusing modern topics, and those relevant to Florida industrial landscape as well as including invited talks from industry experts. His research pushes the frontiers of materials development by researching biologically inspired surface driven architecture. This approach is critical in emerging technological fields such as soft robotics, smart skins, adaptive structures, and hypersonic flight. He has 58 peer-reviewed journal publications, in some of the most renowned outlets. He was also invited to deliver keynote presentations at the prestigious International Society for Optics and Photonics (SPIE) conference on Smart Materials (2021) and the American Society of Mechanical Engineers Florida Chapter in 2020. He has received both internal and external funding totaling over \$2 million from the National Science Foundation, the U.S. Department of Energy, DARPA, and Siemens and received an NSF CAREER award in mechanics of materials. He has served on technical committees of professional societies, reviewed grants for federal agencies, and is an active member of the UCF NSF CAREER mentoring committee providing feedback and input to colleagues for CAREER awards.

Zhishan Guo: Department of Electrical and Computer Engineering

Dr. Guo teaches undergraduate and graduate courses spanning real-time and embedded systems, cyber-physical systems, and algorithms. He has developed three courses and plans to develop and offer several more. He uses in-class demonstrations and real-life examples to foster student interest in course topics and to help them understand the soul of algorithms. In addition to his courses, he mentors graduate students in their dissertation and thesis projects. Under his mentorship, UCF has attended the F1TENTH autonomous racing competition four times and achieved a ranking of fifth. Dr. Guo's research interests are in real-time and intelligent systems, focusing on real-time scheduling theory, machine learning theory, and applications to cyber-physical and cyber-human systems. Much of his work is collaborative with experts from fields such as embedded systems, computer science, hospitality, and math. In his career, Dr. Guo has published 102 peer-reviewed publications (58 while at UCF) and his conference papers appear in prestigious venues. He has received a career total of \$2.5 million in external funding, primarily from the National Science Foundation. He is actively involved in service activities for professional associations and has served as an editor for two journals, and as a grant reviewer for the National Science Foundation.

Samiul Hasan: Department of Civil, Environmental, and Construction Engineering

Dr. Hasan teaches undergraduate courses in highway engineering and transportation engineering systems. He has developed and taught graduate courses that cover algorithms and models for smart cities and modeling human behavior with emerging data as part of the new smart cities track in civil engineering. In his courses, he runs in-class design problem sessions in which students form a team and solve a problem within the class time. Two of his students were awarded Outstanding Master's Thesis awards at UCF. His research focuses along two major themes: 1: Data science: developing data-driven methods to understand dynamics in human mobility, traffic congestion, disaster management, hurricane evacuation, and social media activity; and 2: Infrastructure resilience: developing models to understand infrastructure system interdependencies in the delivery of critical urban services such as energy, water, transportation and communication, and potential impacts of a failure to these systems under extreme events. Dr. Hasan has published 26 journal articles (12 with students), and 22 conference proceedings (17 with students). He has received \$5 million in external research from diverse sources, including federal grants from the National Science Foundation and the U.S. Department of Transportation, state level grants from the Florida Department of Transportation, Northeast Florida Regional Council, and university transportation center (UTC) grants. Dr. Hasan has served as a member of the editorial advisory board of the journal *Transportation Research* and reviewed papers for numerous journals in addition to serving on three National Science Foundation grant review panels. He also serves as the faculty advisor for the Institute of Transportation Engineers (ITE) UCF Student Chapter—that won ITE Florida Puerto Rico District Student Chapter Momentum Award in 2021.

Helen Huang: Department of Mechanical and Aerospace Engineering

Dr. Huang teaches courses in biomedical engineering such as advanced biomechanics, and bioinstrumentation. In her courses she uses a wide variety of teaching activities from lectures to interactive activities and group debates to help her students gain or improve skills employers value. Dr. Huang also works with graduate students by serving on their doctoral or master's committees. She chaired three of the first UCF biomedical engineering master's thesis graduates. Dr. Huang directs the UCF Biomechanics, Rehabilitation, and Interdisciplinary Neuroscience (BRaIN) Lab and mentors a team of graduate and undergraduate students from multiple disciplines including biomedical engineering, mechanical engineering, computer engineering, and biomedical sciences. Her research focuses on multimodal neuromechanics of human locomotion and motor adaptation, as well as mobile brain/body imaging. She has also pioneered recording isolated electroencephalography (EEG) motion artifacts during human locomotion. She has secured nearly \$2 million in external funding from the National Institutes of Health and the National Science Foundation, and partnered with industrial groups such as Lockheed Martin Exoskeleton Technologies and Stretch Med, Inc. Her research has also won the American Society of Biomechanics (ASB) President's Award for the best poster at the annual meeting in 2020 and was selected as one of the Frontiers in Human Neuroscience Brain Imaging Methods Chief Editor's Picks of 2021. Dr. Huang is also an alumna of the U.S. National Academy of Engineering (NAE) Frontiers of Engineering (FOE) Program for which participation is by invitation. She is a reviewer for multiple major peer-reviewed journals, an associate editor for *IEEE Transactions on Neural Systems and Rehabilitation Engineering*, and a grant reviewer for NIH and NSF.

YeonWoong Jung: Department of Materials Science and Engineering

Dr. Jung teaches undergraduate and graduate courses on topics such as properties of materials at nanoscale, structure and properties of materials, and experimental techniques in materials. He has developed graduate level courses for his department and aims to generate interest in broad scientific subjects as well as an understanding of challenging scientific problems. In addition to the courses he teaches, he has also served on dissertation committees for 13 students. His research explores the extraordinary properties of various emerging nanoscale materials and their translation to transformative technologies through interdisciplinary approaches. He has published 65 papers in his career with more than 6,500 citations of his research, and two of his papers were selected as the top 100 most downloaded papers in *Nature Scientific Reports*. He has received \$1.2 million in funding from federal agencies such as the National Science Foundation, the U.S. Environmental Protection Agency, the Air Force Office of Scientific Research, and in industry for Samsung Display. Dr. Jung's service includes reviewing articles submitted in top journals such as *Science*, *Science Advances*, *Nature Electronics*, and *Nano Letters*, and proposals submitted to federal agencies/science communities. He also organizes and participates in various outreach activities and STEM events.

Brian Kim: Department of Electrical and Computer Engineering

Dr. Kim teaches undergraduate and graduate courses in electronics, including a course that is required for several engineering majors. He also created a new graduate course to teach emerging biotechnologies to electrical and computer engineering students. He engages in research with students outside the classroom by supervising dissertations and master's theses. Dr. Kim's research focuses on developing neurochemical-based neural interfaces and high-density electrophysiology technology to better understand biological neural networks and explore the computation and decision making of our brain, to help patients with neurological disorders or physical impairments using practical neuroprosthetics. He has published 15 peer-reviewed journal publications (10 while at UCF) and 11 conference papers (eight while at UCF) in prestigious venues such as *Nature Communications*, *Advanced Materials*, *Biosensors and Bioelectronics*, and others. Dr. Kim has also received research funding of \$2.23 million from various federal agencies, including the National Science Foundation, the National Institutes of Health, and the U.S. Department of Defense. Dr. Kim serves as a technical reviewer on many high-quality journals and has served on grant review panels for the National Science Foundation. He has also presented science and engineering topics at Orange County Public Schools.

Swaminathan Rajaraman: Department of Materials Science and Engineering

Dr. Rajarman teaches undergraduate and graduate courses in nanoscience. He has created two new graduate courses, one on laser materials processing and one titled *Bio interfaces Enabled Micro/Nanofabrication*. He has also mentored 24 students, post-doctoral fellows and research associates and has graduated two doctoral, and two master's students. An additional 18 students and post-docs have graduated from his research group and have moved on to industry employment in companies such as Intel, NASA, and Texas Instruments or top-ranked graduate schools including Stanford, MIT, and Heidelberg University. Dr. Rajarman has published 23 refereed journal articles, and received funding from the National Institutes of Health, as well as industries such as Massey, AxoSim, CoreMap, and others for a total of \$939,970. His research has been cited 796 times and his work at UCF has led to 13 patents and applications. Dr. Rajarman has served as a grant proposal reviewer for the National Science Foundation, serves on the Editorial Board of *Nature Scientific Reports*, and is one of the founding members, reviewer, and series host and organizer of the North American Materials Colloquium Series; a weekly colloquium series attracting presenters and audience members from 40 universities across North America.

Tania Roy: Department of Materials Science and Engineering

Dr. Roy is an electrical engineer who teaches undergraduate and graduate courses that cover topics such as tunnel transistors, nano-electromechanical switches, and device physics. She has developed new courses for UCF that cover the latest advancements in semiconductor device research. She also supervises four doctoral students in her research group. Dr. Roy has established a research program on device-based neuromorphic computing, a first at UCF. Her research group has published pioneering research on 2D materials based memristive and optoelectronic neuromorphic devices. She has published 20 journal papers in various high impact journals, including *Advanced Materials*, *Nano Energy*, *Science Advances*, *Nano Letters*, *ACS Applied Materials and Interfaces*, *IEEE Electron Device Letters*, *Scientific Reports* and *Applied Physics Letters*. Her research has been supported by \$1.5 million in funding from the National Science Foundation, the U.S. Department of Defense and industry partners such as BAE Systems. She is a member of the Technical Program Committee of the Device Research Conference, the oldest running conference on semiconductor devices in the world; regularly reviews journal manuscripts and participates in outreach activities such as UCF STEM Day.

A H M Anwar, Sadmani: Department of Civil, Environmental and Construction Engineering

Dr. Sadmani is a scholar who works in the area of conventional and functionalized membranes and membrane-based hybrid processes for water and wastewater treatment and water reuse applications. He teaches undergraduate and graduate courses that cover topics such as environmental engineering operations and processes, water treatment, and industrial waste treatment. He served as the faculty advisor of the award-winning student project *OSMOsis-Driven ReclAmation of Water (OSMODRAW)* for the 2018 U.S. Environmental Protection Agency's People, Prosperity, and the Planet (P3) Student Design Competition Award and supervises doctoral and master's students. In his career, he has published 21 journal papers, two book chapters, and made 26 conference presentations. A number of his publications are with students. Dr. Sadmani has garnered \$2.4 million in environmental engineering research funding as a principal or co-principal investigator from diverse sources, including federal grants from the U.S. Environmental Protection Agency and NASA, several State of Florida grants, and several industrial grants. Dr. Sadmani has served on federal and foundation grant review panels and as a reviewer for high-impact scholarly journals. He is also the faculty advisor for the Society of Environmental Engineers at UCF.

Benjamin Sawyer: Department of Industrial Engineering and Management Systems

Dr. Sawyer is working to build a new interdisciplinary community focused on information design and readability. He came to UCF with two years of tenure credit from the Center for Transportation and Logistics at the Massachusetts Institute of Technology. He teaches undergraduate and graduate courses in human computer interaction, probability and statistics for engineers. In his courses, he uses problem sets, debates and analytic writing, in addition to coffee shop study groups on platforms such as GroupMe and Discord, to encourage interactive discussions. Dr. Sawyer has published 28 articles in high impact peer-reviewed journals and 30 peer-reviewed conference papers and has given 24 invited lectures. His publications have been cited 733 times. He has received \$948,000 in research funding from a mix of federal and industry dollars from companies such as Adobe and Google. Dr. Sawyer serves as a peer reviewer for journals in his discipline and is a member of four editorial boards.

Robert Steward: Department of Mechanical and Aerospace Engineering

Dr. Steward is a scholar who teaches and conducts research in the areas of cellular biomechanics, endothelial cell biology, cardiovascular disease, and diabetes. He teaches graduate courses in biofluid mechanics, continuum biomechanics, and biostructures. He has developed and taught two new courses in the biomedical engineering curriculum. He is an active mentor to both graduate and undergraduate students. Dr. Steward's research focuses on cellular biomechanics, an interdisciplinary field that involves cell biology, biophysics, and engineering. He has received external funding from the National Institutes of Health, National Science Foundation, and Mayo Clinic-UCF Seed Grant Program totaling approximately \$1.2 million. He has 23 peer-reviewed journal publications (13 since joining UCF) and 40 peer-reviewed conference proceedings (17 since joining UCF). At UCF, Dr. Steward serves as a McNair Scholars Program faculty mentor, and EXCEL/COMPASS Undergraduate Experience faculty mentor. His service to the profession includes reviewing journal manuscripts and serving as a grant review panelist for the National Science Foundation.

Thomas Wahl: Department of Civil, Environmental and Construction Engineering

Dr. Wahl teaches undergraduate and graduate courses in hydraulics, water resources and coastal systems analysis. His courses focus on team-based learning and problem solving, engagement with current literature, and the active use of novel modeling and analysis techniques and tools to equip his students with skills and knowledge required for successful careers in academia and industry. He also serves as the advisor for undergraduate and graduate students. Dr. Wahl's research focuses on the vulnerability of coastal societies, built infrastructure, and fragile ecosystems due to hydrometeorological extremes and climate change, including compound events, connected climate extremes, and multi-hazards. He has been awarded 16 external research grants (seven as lead principal investigator) totaling more than \$28 million, including a prestigious NASA New (Early Career) Investigator Award. He has published 35 journal articles since joining UCF and has been recognized with the 2018 Natural Hazards Division Outstanding Early Career Scientist Award of the European Geosciences Union, and the 2021 Early Career Scientist Medal by the International Association for the Physical Sciences of the Ocean (IAPSO). He is an active member of five technical committees in the profession and is the sole U.S. representative in the International Coastal Impact Model Inter-comparison Project (CoastMIP). He is also an Associate Editor for the journal *Natural Hazards*.

College of Graduate Studies**Joseph Kider: School of Modeling, Simulation and Training**

Dr. Kider is an interdisciplinary scholar who works with archeologists, engineers, historians, psychologists, and computer scientists. He has developed and teaches courses in simulation techniques, mixed reality, and performance simulation. To give students a competitive edge, he co-led the creation of an advanced modeling and simulation student training lab. Outside the classroom, he mentors doctoral, master's and undergraduate students and has published with 14 different undergraduate students. Dr. Kider's research seeks to understand the impact of the built environment on humans, and conversely, how humans impact the built environment. By incorporating computational methods, his research develops buildings that are more energy efficient while focusing on the humans-in-the-loop. He has been awarded \$3,091,325 in research funding from agencies such as the National Science Foundation, the National Endowment for the Humanities, U.S. Department of Agriculture, and DARPA. Dr. Kider has 18 publications at UCF. His service work includes participation on a Blue-Ribbon Energy Panel (organized by the Vice President of the Office of Research) to plan and strategize UCF energy-related research, reviewing journal manuscripts for the profession, and reviewing grant proposals for the National Science Foundation and Swiss National Science Foundation.

College of Health Professions and Sciences

Jeanette Garcia: Department of Health Sciences

Dr. Garcia teaches courses such as *Physical Activity and Preventative Medicine*, *Preventative Healthcare*, and *Physical Activity and Nutritional Epidemiology* to undergraduate and graduate students. She has chaired eight honors undergraduate theses and has graduated two doctoral students and four master's students. Dr. Garcia is a behavioral health and community-based scholar whose research focuses on evaluating the feasibility, acceptance, and impact of health promotion interventions for youth diagnosed with autism spectrum disorder (ASD). She created a judo intervention program and conducted several pilot studies with youth diagnosed with ASD leading to requests to collaborate from K-12 schools, universities, and ASD organizations across the U.S. and Europe. She has received over \$190,000 of funding from internal and external sources to support the development of novel physical activity and nutrition education interventions for youth with ASD and has authored or co-authored 39 peer-reviewed articles in highly ranked journals. Dr. Garcia is involved in both university and community service work. She serves as a grant reviewer for the National Strength and Conditioning Association and was invited to serve as a member of the Health Advisory Team for MetroPlan Orlando, where she will assist with the development of initiatives to promote community health in the Orlando area.

James Whitworth: School of Social Work

Dr. Whitworth engages, motivates, and prepares the next generation of social work professionals. He teaches courses in military social work as part of the graduate Military Social Work Certificate Program. Many of his former students who completed this certificate program are now providing vital services to military members, veterans, and their families as social workers with the Veterans Health Administration, non-profit agencies, medical facilities, private practice settings, and on active-duty military service. He uses role-play, clinical application exams, active case discussions, reflective writing, and student clinical presentations to provide a learning lab environment for his students. Dr. Whitworth's research is focused on identifying and evaluating effective ways to understand/intervene with trauma impacted military members, veterans, and their families; and the creation/evaluation of effective educational strategies for developing social workers to work with military/veteran populations. He has published 13 peer-reviewed articles, one textbook, and one book chapter. He received external funding from the Wounded Warrior Service Dog Program (nearly \$75,000) and a \$10,000 award from a private local family foundation to support his research. He was also selected as a member of U.S. Congressman Gus Bilirakis' Veteran Transition Task Force to formulate policy and practice recommendations for improving military veterans' transition to post-military life. He has also served as a clinical volunteer for the UCF Knights Clinic.

College of Medicine

Karl McKinstry: Burnett School of Biomedical Sciences

Dr. McKinstry is an expert on immunological memory and modern techniques for interrogating immune responses using preclinical animal models. He teaches courses on molecular immunology and frontiers in biomedical science. In addition to incorporating online components to his face-to-face courses, he uses case studies as one way to stress the clinical importance of the material students learn in his courses. In addition to his classroom teaching, he has mentored doctoral, master's and undergraduate students. Dr. McKinstry's research is focused on mobilizing a subset of lymphocytes termed CD4 T cells, the 'helper' cells of immune responses, to improve vaccines against respiratory viruses like influenza. He has received over \$1 million in external funding from the American Heart Association and the National Institutes of Health and has 17 publications, and one awarded patent. His service work includes serving as a faculty reviewer for the Focused Inquiry and Research Experience (FIRE) in the College of Medicine, as a manuscript reviewer for various journals, and as a grant proposal reviewer for the U.S. Department of Defense and NASA.

College of Nursing

Elizabeth Kinchen: Department of Nursing Systems

Dr. Kinchen is a board-certified advanced holistic nurse who teaches undergraduate and graduate courses such as nursing research, nursing as a profession, and healthcare issues, policy and economics. She also mentors and guides students at both the undergraduate and graduate level in developing their scholarly writing and research skills in preparation for generalist and advanced nursing education and practice. Dr. Kinchen's research is focused on

holistic nursing care models and interventions, and she was recently inducted into the Global Academy of Holistic Nursing (GAHN) as a distinguished scholar, for outstanding contributions to holistic practice, education, and research. She has eight publications in respected peer-reviewed national and international journals and presented her research at national and international conferences. She is also a co-investigator on a National Institute of Aging funded study using assistive devices in automobiles to detect driving habits related to cognitive changes. She serves on the UCF Institutional Review Board as a scientific member and served as a proposal reviewer for the Pabst Steinmetz Foundation Arts and Wellness Innovation Award and as a Florida Blue Foundation Quality of Patient Care Grant reviewer.

College of Optics and Photonics

Kyu Young Han

Dr. Han teaches undergraduate courses on biophotonics, covering such topics as phototherapy for neonatal jaundice, different optical properties of cancer cells, drug screening using optical chirality, green fluorescent proteins, laser tattoo removal, and geometric optics, and introductory course in photonic science and engineering. In addition to his classroom teaching, Dr. Han directs independent research projects with undergraduate and graduate students. His research focuses on developing new fluorescence microscopy techniques to help understand the mechanisms of cellular processes and diseases. He has received \$3.6 million in research funding from the National Science Foundation, and the DARPA, and was UCF's first faculty to receive the National Institutes of Health Maximizing Investigators' Research Award (MIRA) for Early-Stage Investigators. He has 18 publications in journals such as *Optica*, *Nanophotonics* and *Nature Photonics*. His service work includes various college and university committees. In addition, he reviews grant proposals for the National Science Foundation and the National Institutes of Health, and journal manuscripts for several journals.

Rosen College of Hospitality Management

Bendegul Okumus: Department of Food Services and Lodging Management

Dr. Okumus teaches a variety of undergraduate courses about the hospitality industry including nutrition concepts and issues, sanitation, hospitality and tourism marketing, hospitality management and wellness management. Four of her courses received the "Quality" course designation from UCF Distributed Learning demonstrating that they contain course components proven to be best practices in online course design. Dr. Okumus' main research areas include food/culinary tourism, food waste, healthy eating, eating behavior in different age groups, food safety in restaurants and food trucks, and health and wellness in hospitality and tourism. She has authored/coauthored 35 refereed journal articles in high quality journals, 18 conference presentations, three poster presentations, two book chapters, one edited book, and two encyclopedia entries. One of her conference papers received a best paper award. Dr. Okumus serves on editorial boards of eight academic journals and reviews for another 17 academic journals. She has also served on committees for the International Council on Hotel, Restaurant, and Institutional Education.

Jorge Ridderstaat: Department of Hospitality Services

Dr. Ridderstaat teaches courses on finance, accounting, econometrics, and quantitative analyses. His courses include guest lectures by external experts, and he uses case studies to improve students' experience. He has mentored undergraduate and graduate students and is a member of four PhD dissertation committees. Dr. Ridderstaat's research investigates the factors that impact tourism demand and factors that affect the hospitality industry's performance, particularly the restaurant and lodging industries. He has published 20 articles in high quality journals such as *Tourism Management*, *Annals of Tourism Research*, *Journal of Travel Research*, *International Journal of Hospitality Management*, and *Journal of Hospitality & Tourism Research*. His research has been recognized with three best paper awards from the International Association of Hospitality Financial Management Educators and he has also received \$159,436 in external funding. In addition to serving on department and college level committees, Dr. Ridderstaat also serves on two editorial advisory boards and has reviewed 60 manuscripts for journals.

Tingting Zhang: Department of Hospitality Services

Dr. Zhang teaches courses in hospitality information technology, database management for hospitality tourism organizations and internet security for hospitality and tourism, and digital marketing. In her courses, she incorporates teamwork and group learning to foster collaborative learning, uses mobile based class-response applications to gain real-time student feedback, and interactive activities to increase student engagement. She has chaired one honors thesis committee and served as member of two PhD dissertation committees. Dr. Zhang's research primarily concentrates on value co-creation and customer engagement with a special focus on information technologies in the hospitality and tourism sectors. She has published 38 refereed articles in high quality journals, 15 articles with graduate students, and received best paper awards from the International Conference on Tourism and Retail Management and the Global Conference on Business and Economics. Dr. Zhang serves on many department, college and university committees. In addition, she serves as the associate editor for the *Journal of Hospitality and Tourism Technology* and on the editorial board of four additional journals.

College of Sciences

Melanie Beazley: Department of Chemistry

Dr. Beazley is a dedicated and effective teacher who teaches first year general education courses as well as upper level and graduate environmental chemistry courses. She also has a successful and active graduate research program and has graduated three PhD students, two (non-thesis) M.S. students, chaired five graduate committees, and served as a member on 31 additional graduate committees. Dr. Beazley's research centers on the fate and transport of contaminants in the environment to understand the biogeochemical and microbiological controls that affect their mobility and speciation in natural systems. She has received \$1,026,931 in external funding, including a highly competitive peer-reviewed large grant from the Gulf of Mexico Research Initiative (GOMRI). She has published 10 original research articles in peer-reviewed, ISI indexed journals and has presented 12 invited colloquia. Her lab was involved with testing wastewater on the UCF campus for the SARS-CoV-2 virus. Dr. Beazley has served as a manuscript reviewer, a grant proposal reviewer for the National Science Foundation and has sponsored elementary and high school students in her lab by providing advice and instrumentation for science fair projects.

Adriana de Bekker: Department of Biology

Dr. de Bekker teaches undergraduate general biology courses as well as courses in mycology and biology of fungi. In her classes, she incorporates the latest research into her teaching and has introduced problem-based learning and interactive lectures. She has also led a virtual seminar series that brings speakers from diverse backgrounds, research fields and career stages to biology students. Dr. de Bekker's research lies at the intersection of behavioral ecology, fungal biology, disease ecology, and next generation sequencing and is at the forefront of the integrated fields that study parasitic behavioral manipulation. Her work centers around micro-host interactions; specifically, how some parasites disrupt, manipulate, and control the behavior of their hosts, turning them into "zombies". She has received \$1,015,000 in external funding from the National Science Foundation and has published nine peer-reviewed articles. One of her papers received a best paper award from the journal *Myrmecological News*. She has also been invited 12 times to present at international conferences. Her service work includes reviewing grant proposals and journal manuscripts, and she is involved with significant outreach efforts including developing a partnership with the Orlando Science Center and developing an educational zombie ant virtual reality experience.

Neil Duncan: Department of Anthropology

Dr. Duncan is an archaeologist and paleo ethnobotanist. He teaches courses in general anthropology as well as ancient Incas, and anthropology of plants and people among others. He has also facilitated the creation of an archaeological internship in cooperation with the Cape Canaveral Space Force Station that provides valuable field and laboratory research to students. Dr. Duncan's research traces the impacts of food production on landscapes and examines the role food plays in culture and society. He studies micro remains of plants, phytoliths (plant silica), starch grains, and preserved archaeological plant remains that serve as proxies for reconstructing paleoenvironments, agricultural systems, and to understand what peoples in the past utilized for food and medicine. He has published 12 peer-reviewed articles in premier high-impact journals (including one article in the prestigious *Proceedings of the National Academy of Sciences*) and 11 refereed book chapters published in academic presses. His laboratory houses one of the world's largest collections of plant phytoliths along with an extensive comparative archaeological plant collection from the Americas. He has also received external funding from several sources including the National Science Foundation (\$247,640) and the Argonne National Laboratory (\$468,732). In addition to reviewing journal manuscripts, Dr. Duncan's service work includes serving as a judge for the Showcase for Undergraduate Research at UCF, and as a reviewer for the Fulbright Specialist Roster.

Xiaofeng Feng: Department of Physics

Dr. Feng teaches a number of courses including introductory physics courses, intermediate physics labs and a graduate course in interfacial physics. He provides important skills to his students such as data analysis and processing and scientific writing and is working with other faculty in the department to identify best practices for some of the introductory level courses. In addition to his courses, Dr. Feng mentors both undergraduate and graduate students providing them with significant research experience including publishing papers in high-impact journals and presenting their research at national conferences. Dr. Feng's research focuses on electrochemical fuel synthesis, that is, using renewable electricity to power the synthesis of chemicals and fuels, such as ammonia (a key ingredient in agricultural fertilizers) and ethanol. His research team was among the first who demonstrated electrochemical ammonia synthesis. The results were published in top journals in the field including *Nature Communications*, *ACS Energy Letters*, and *ACS Catalysis*. One paper was also recognized among the "top 50 *Nature Communications* chemistry and materials science articles. Dr. Feng has received a Sloan Research Fellowship (the first and so far, the only one at UCF) and external funds of \$924,641 to support and expand his research program. Dr. Feng is also engaged in outreach activities such as UCF STEM Day, Physics Career Day, has reviewed grant proposals for the National Science Foundation and serves as a manuscript reviewer for many top journals.

Yulia Gerasimova: Department of Chemistry

Dr. Gerasimova teaches courses in organic chemistry, biochemistry, and biomechanical methods. She uses innovative methods such as group problem solving activities, gamification, and iClicker technology to promote student engagement. In addition, she also created 291 videos available to students via a YouTube channel. Dr. Gerasimova has mentored 36 undergraduate students, five graduate students and two postdoctoral scholars. Dr. Gerasimova's research is focused on developing new chemical tools for nucleic acid analysis, which take advantage of functional nucleic acids (deoxyribozymes and aptamers) and DNA nanotechnology to advance molecular diagnostics and microbial detection. Her collaborators include colleagues from within UCF as well as the Scripps Research Institute (Florida) and University Federal of Rio Grande, Brazil. She has received \$1.1 million in external funding from the National Institutes of Health and the Florida Department of Health. She has published 12 articles in peer-reviewed professional journals, all of which were co-authored by her mentees. She also presents her research and national and international conferences and has been invited to deliver three talks at other universities. In addition to departmental committee service, Dr. Gerasimova regularly reviews manuscripts for professional journals and has served on 11 undergraduate honors thesis, 13 candidacy and five dissertation committees.

Maria Harrington: Nicholson School of Communication and Media

Dr. Harrington is a scholar focused on creating and innovating at the forefront of immersive informal learning design, development, and evaluation using augmented reality (AR) and virtual reality (VR). She teaches digital media classes in which she includes user-centered design, digital media production, and digital management asset systems as instructional tools. She has introduced AR and VR technology into her courses and has engaged with a unique collaboration with the Orlando Museum of Art to provide students with free access to the collection. In addition, she has partnered with additional organizations such as the Carnegie Museum of Natural History to provide internship experiences for her students. Her scholarship has primarily concentrated on developing AR and VR virtual nature products funded by a \$25,000 Epic MegaGrant from Epic Games. Two major projects have been completed to date: The Virtual UCF Arboretum, a large immersive virtual nature environment, and the AR Perpetual Gardens Apps, representing 12 separate components in development efforts, and eight digital publications on worldwide distribution channels. Weblogs show 50,741 views and 29,906 downloads. Dr. Harrington has published eight research articles and extended abstracts in peer reviewed journals such as *Curator: The Museum Journal*, *Multimodal Technologies*, and *Interaction Journal*. She was also selected to be an artist in residence at Powdermill Nature Reserve. She has been invited to serve as an expert in AR and VR for grant review panels by the Canada Foundation for Innovation and the National Science Foundation, has served as a guest editor for a special issue by *Virtual Reality*, and reviews journal manuscripts for peer-reviewed journals.

William Kaden: Department of Physics

Dr. Kaden teaches undergraduate and graduate level courses such as building physics apparatus, college physics I and II, and interfacial physics. By using techniques such as active learning and peer instruction in studio mode courses, his students have achieved significant learning outcomes. Dr. Kaden has also served as a thesis advisor to three graduate students, supervised five undergraduate research assistants, and served on more than a dozen PhD dissertation committees. Dr. Kaden carries out research in the interdisciplinary area of surface science characterization and epitaxial thin-film development which he applies to a number of disciplines. He has also ventured into planetary science by studying the phenomenon of space weathering. Dr. Kaden has been involved with over \$2 million in external funding including a National Science Foundation Major Research Instrumentation (MRI) award worth over \$700,000 for an x-ray photoelectron spectroscopy apparatus that will enable both more research productivity and more external funding by providing in-house capabilities that were not previously available. In addition, Dr. Kaden has maintained a strong publication record with 16 published papers in his tenure review period and an average of about 150 citations per year. Dr. Kaden's service activities include forming the Central Florida Physics Research Exchange Program, serving on the executive committee of the Florida chapter of the American Vacuum Society, and reviewing grant proposals for the National Science Foundation, the American Chemical Society, and the U.S. Department of Energy.

Ellen Kang: Department of Physics

Dr. Kang has taught at all levels, from introductory physics for non-majors to graduate core and elective courses in nanotechnology. She integrates her molecular biophysics and nanobiology research program into her courses by implementing nano biophysics-related learning modules. She has created a new course for the nanotechnology master's program to introduce the fundamental concepts in biophysics and nanobiology and a new undergraduate course titled "Chemical and Life Science Nanotechnology". In her molecular biophysics laboratory, Dr. Kang studies multi-disciplinary approaches including protein biochemistry, molecular biophysics, and nanobiology to understand how mechanics and structure of cytoskeleton – the essential component of living cells– are regulated by cellular environmental factors from nanoscale to macroscale. She has received over \$2.8 million in external funding from the National Science Foundation, the National Institutes of Health, and NASA. Her 16 peer-reviewed journal articles appear in high-impact journals such as *Applied Physics Letters*, and *Proteins*. Dr. Kang is engaged with STEM outreach activities through STEM Day, Physics Career Day and Camp Connect. In addition, she has served as a grant reviewer for the National Science Foundation, and the Florida Space Grant Consortium and a guest editor for the *Journal of Visualized Experiments* (JoVE) Methods Collection.

Abey Lopez-Garcia: Department of Mathematics

Dr. Lopez-Garcia joined UCF with two years of tenure credit from the University of South Alabama. He has taught undergraduate and graduate courses on topics ranging from ordinary differential equations, matrix and linear algebra and advanced calculus. He has also introduced a new course titled "Introduction to Random Matrix Theory" to the graduate curriculum and supervised an undergraduate honors course in the major thesis. Dr. Lopez-Garcia's research can be classified as follows: 1: Asymptotic properties of multi-orthogonal polynomials, 2: Spectral properties of random banded Hessenberg matrices, and 3: Asymptotics and distribution of greedy energy sequences on the unit circle and on spheres. He has published five articles in high-quality journals such as the *Journal of Approximation Theory*, *the Journal of Mathematical Analysis and Applications*, and *Sbornik Mathematics*. He has presented his research at international and national conferences. He served for two years as the course coordinator for ordinary differential equations and was instrumental in the department's adoption of an online homework system. He also has reviewed journal manuscripts for *Mathematical Reviews of the American Mathematical Society* and co-organized a special session on orthogonal polynomials and applications in the annual AMS-MAA Joint Mathematics Meeting.

Chase Mason: Department of Biology

Dr. Mason is a plant evolutionary ecophysiologicalist, who examines how key plant traits mediate responses to diverse environmental pressures. He teaches research intensive upper-level courses in evolutionary biology and biological research methods and experimental design, and a laboratory course in plant physiology. He has supervised three PhD students and a postdoctoral scholar and has mentored 60 undergraduate researchers, including nine undergraduate Honors in the Major theses. He established the student-led UCF Plant Breeding Initiative to expand training opportunities and was named the UCF Undergraduate Research Faculty Mentor of the Year. Dr. Mason's research advances the fundamental basic science of plant physiology while simultaneously generating genetic and physiological insights that benefit humanity through applications in sunflower crop protection and breeding. He has published 12 peer-reviewed journal articles and organized, and guest edited a special issue of the *International Journal of Plant Sciences*. He has received \$481,403 in external funding from the Foundation for Food and Agriculture Research, the American Rhododendron Society, and the Fred C. Gloeckner Foundation. He was named a New Innovator in Food and Agriculture Research by the National Foundation for Food and Agriculture Research. He serves on the UCF Institutional Biosafety Committee, as faculty advisor for two registered student organizations, and he co-organized a plant science-focused conference (Plants Beyond Limits) held on campus. He also serves on two leadership committees within the National Botanical Society of America.



Board of Trustees
May 26, 2022

AES-3: Tenure with Hire

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The recommendation of a faculty member for tenure shall signify that the president and the Board of Trustees believe that the employee will continue to make significant and sustained professional contributions to the university and the academic community. The primary purpose of tenure is to protect academic freedom. The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff. The department, college, and Provost support the recommendations for Tenure with Hire.

Background Information:

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

Recommended Action:

Approve the recommendations for Tenure with Hire

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

Faculty members are university employees, and like other employees, compensation negotiations happen during the hiring process. Recommendations for tenure are considered independently from compensation. Tenure-awarded faculty will have annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

Authority for Board of Trustees Action:

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

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Tenure with Hire Justification

Facilitator:

Michael D. Johnson

Jana L. Jasinski, Vice Provost for Faculty Excellence and Pegasus Professor of Sociology

Tenure with Hire Justification

Andrea Burrows, Professor

College of Community Innovation and Education, School of Teacher Education

Dr. Andrea Burrows received her Ph.D. in curriculum and instruction with a science specialization from the University of Cincinnati. She came to UCF from the University of Wyoming as a tenured professor of teacher education and served as associate dean for Undergraduate Programs in the College of Education. At UCF, Dr. Burrows will serve as the School of Teacher Education director. Dr. Burrows' research interests include integrated STEM education and partnerships. As a principal investigator, she has received grants from the National Science Foundation, National Security Agency, and Wyoming Department of Education. She has published extensively in high-quality peer-reviewed journals and contributed to books published by renowned academic publishers. She has also presented at regional, national, and international conferences and participated in invited talks. Dr. Burrows has extensive teaching experience at the undergraduate and graduate levels and was the recipient of the Association for Science Teacher Education (ASTE) Award 1 – Outstanding Science Teacher Education of the Year and ASTE Award IV – Innovation in Teaching Science Teachers. She serves as an associate editor for *Computers in Education Journal*, co-editor for the *Journal of Contemporary Issues in Technology and Teacher Education – Science Education*, and as president of the Association for Science Teacher Education, among many other service activities in the profession, college, and university. The School of Teacher Education and College of Community Innovation and Education support the recommendation for Tenure with Hire.

Nathan Bowling, Associate Professor

College of Sciences, Department of Psychology

Dr. Nathan Bowling received his Ph.D. in psychology from Central Michigan University. He came to UCF from Wright State University as a tenured professor in psychology. While at Wright State University, Dr. Bowling was head of the Organization Health Psychology lab. His research focused on employee well-being, counterproductive work behaviors, and respondent carelessness when completing inventories and surveys. He has received funding from the Office of Naval Research (ONR) and the Air Force Research Laboratory (AFRL). Dr. Bowling has published numerous peer-reviewed journal articles, books, and book chapters and has presented at regional, national, and international conferences and invited presentations. His outstanding scholarly productivity has been impactful; he was listed among the top 2% most cited scientists in Business and Management for his career and the year 2019 and the top 2% of most-cited authors in Industrial and Organizational (I-O) psychology textbooks. Dr. Bowling has extensive teaching experience at the undergraduate and graduate levels, having taught and developed courses. He is a Fellow of the Association for Psychological Science and the Society for Industrial and Organizational Psychology. He serves as an associate editor for the *Journal of Occupational Health Psychology*, among many other service activities in the profession, college, and university. The Department of Psychology and College of Sciences supports the recommendation for Tenure with Hire.

Ann Eddins, Professor

College of Health Professions and Sciences, School of Communication Sciences and Disorders

Dr. Ann Eddins received her Ph.D. in auditory physiology from the State University of New York at Buffalo. She came to UCF from the University of South Florida as a tenured professor of communication sciences and disorders; there, she served as associate chair of the Department of Communication Sciences and Disorders. At UCF, Dr. Eddins will serve as the School of Communication Sciences and Disorders director. Dr. Eddins' clinical and research interests are focused on advancing understanding of the neurophysiological bases of normal and impaired hearing. She is funded continuously by grants from federal agencies, including the National Institutes of Health and the National Science Foundation. Currently, she is involved in projects with over \$12 million in awards. Dr. Eddins has published numerous peer-reviewed journal articles and book chapters, presented her work at regional, national, and international conferences, and invited presentations. She has extensive teaching experience in academic and clinical courses in Communication Sciences and Disorders (CSD) and provided development and implementation oversight for academic and clinical programs in CSD. She is a Fellow of the American Speech-Language-Hearing Association and served as President-Elect, President, and Past President of the Council of Academic Programs in Communication Sciences and Disorders (CAPCSD), among many other service activities in the profession, college, and university. The School of Communication Sciences and Disorders and the College of Health Professions and Sciences support the recommendation for Tenure with Hire.

Azizeh Sowan, Professor

College of Nursing, Department of Nursing Practice

Dr. Azizeh Sowan received her Ph.D. in nursing informatics from the University of Maryland. She comes to UCF from the University of Texas Health Science Center at San Antonio, where she was a tenured associate professor of nursing. At UCF, Dr. Sowan will serve as the Department of Nursing Practice chair. She is a Fellow of the American Academy of Nursing, nursing's highest recognition in the U.S., and has received numerous national and international awards. She is a national expert in health informatics, focusing on quality and safety indicators, and has served as a national safety consultant for Philips Healthcare. Dr. Sowan has published numerous peer-reviewed journal articles and has presented at regional, national, and international conferences. Dr. Sowan has extensive teaching experience, didactic, and clinical across undergraduate and graduate programs and has received several teaching awards, including the University of Texas Health Presidential Teaching Excellence Award. Dr. Sowan serves on the editorial board for the *Scientific Page in Nursing Journal* and *Annals of Nursing Research and Practice* and as an invited expert reviewer for Patient-Centered Outcomes Research Institute (PCORI), among many other service activities in the profession, college, and university. The Department of Nursing Practice and College of Nursing supports the recommendation for Tenure with Hire.



Board of Trustees
May 26, 2022

BUD-4: Proposed 2022-23 Direct Support Organization/Related
Entity Operating Budgets

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Approval of the DSO annual proposed budgets for fiscal year ending June 30, 2023, is requested. These budgets have already been approved by the respective DSO boards of directors.

Background Information:

UCF Athletic Association Inc.

The Athletics Association was organized to operate the university’s intercollegiate athletic programs. The Association is closely inter-connected with and acts in good faith as “manager” for the UCF Stadium Corporation and the arena operations of UCF Convocation Corporation. Assumptions for fiscal year 2023 budget include the Association being able to host seven home football games at the stadium and full spectator seating capacity.

The proposed budget includes the following key assumptions:

- Lost revenue recovered via federal HEERF funds will help stabilize the current budget.
- Other donations for operating reflect increased R&R needs. Sources include sport specific donations and Shareholder Society funds needed for operations this year. Fundraising for facility projects will continue to be a point of emphasis.
- NCAA/conference distributions are finalized in June after AAC board meetings. As of April 26, 2022, they have not provided projections for next year. Increase budget is based upon historical information but is expected to vary.
- Anticipated AAC exit fee pending conference negotiations.
- UCFAA debt service includes annual debt service on the Roth Athletics Center, funded by donations, and the construction line of credit with Fifth Third Bank. Donations for pledges were moved up to Operating Revenues. The University agreed to defer its \$1 million loan repayment for FY21 and FY22. \$1M repayment begins again in FY23.
- All stadium R&R expenses will be funded by the UCFAA directly and have been included in this budget including rust remediation.

UCF Stadium Corporation

The Stadium Corporation receives pledged revenues from the Association, premium seat revenue, and other revenues including concessions, merchandise, and interest to fund debt used to construct the football stadium. Any surplus remaining after debt service and operating expenses is transferred back to the Association to fund its operations.

Budgeted revenues are anticipated to yield sufficient funds to cover debt service payments due on the term loan semi-annually in September and March and remit surplus unrestricted revenues of approximately \$8.3 million back to the UCF Athletic Association. Approval for the release of surplus revenues is submitted under agenda item BUDC-5

UCF Academic Health

UCF Academic Health, Inc. (UCFAH) supports medical education, research, and patient care through the planning and development of clinical initiatives and affiliated partnerships that serve the educational, research, and clinical mission of the College of Medicine. UCFAH was established in 2016. In July 2019, it began leasing space to outside tenants in the Lake Nona Cancer Center.

The proposed budget reflects sub-lease revenue from current clinical lease arrangements which has increased by 3% due to an annual rent and common area maintenance escalation clause included in the lease agreements. The expense budget includes rent and building operations expense payable to the UCF Real Estate Foundation (which owns the Lake Nona Cancer Center Building) and operations expense for UCFAH. The UCFAH operating expense budget covers consulting, financial audit and software expense, as well as officer and general liability insurance. The increase in facility expense corresponds to the increase in lease revenue received from sub-lease tenants.

UCF Convocation Corporation

UCF Convocation Corporation operates four student residence halls (Towers Knights Plaza), the convocation center (Addition Financial Arena and The Venue), surrounding retail space (Knights Plaza), and adjacent parking. The proposed budget is expected to yield sufficient revenues to cover operational expenses of these facilities, fund required debt service obligations related to its housing and arena bonds and non-recurring repair and replacement (R&R) reserves. The surplus generated from the housing operations contributes toward the funding of the arena debt. This is consistent with prior years and was intended during the original financing of the project.

The proposed budget includes the following key assumptions:

Housing Operations:

Towers revenue is trending above budgeted expectations for the current fiscal year and fiscal year 2023 is budgeted to be in line with current fiscal year projections. Parking revenue \$1.03 million is consistent with lease agreement with UCF Parking Services.

Expenditures for the current fiscal year are trending slightly higher than budget due to increased labor costs for maintenance and custodial. Proposed fiscal year 2023 expenditures are projected to increase as the cost of goods and services increase. In line with the rest of campus, due to external rate increases utility expenses are expected to increase. A restructuring of the Corporation's insurance policies are resulting in significant savings in both the housing and arena operating expense sections.

Towers spring 2022 occupancy is 5.4% higher than spring 2021 and currently resides at 99%. Off-campus private student occupancy is at an average of 95.5%. Overall, the student housing market is strong with private student housing pre-leased for the fall 2022 at 80%. Towers pre-lease is at 118% for the fall 2022.

Retail Operations:

Budgeted revenues are based on a 95% occupancy rate for fiscal year 2023, after fiscal year 2022 holding steady through the COVID-19 period at 89% occupancy in retail leases. Currently there are two retail spaces open with active solicitations ongoing for new occupants.

Arena Operations:

Arena business operations are anticipated during fiscal year 2023 to remain on the path to more stability as we continue to adjust to the lingering effects of the pandemic.

Using emerging entertainment industry trends, current engagement level by event planners, and historical information, an aggressive event revenue budget has been developed for fiscal year 2023. The \$2,250,092 planned in Total Event Revenue is the highest budgeted figure in this category in the buildings' history. Ancillary revenue streams continue to be where the most significant net income is generated for all events, particularly in food and beverage, ticket fees, and parking. Threats at the time of budget creation, such as economic recession tied to inflation or geopolitical conflict, COVID-19 variants/resurgence, and timing of event bookings in relation to facility availability could alter business operations in an unforeseeable way. Event expenses related to several areas continue to rise as a result of staffing shortages, supply chain issues, and rate changes. Improvements in Ticketmaster service charge rates, continued efforts to maximize net rent, and several other efficiency initiatives are expected to continue to drive event revenues.

UCF Finance Corporation

UCF Finance Corporation holds debt related to the construction of the Burnett Biomedical Sciences building on the health sciences campus in Lake Nona.

Transfers from the University represents rent due pursuant to the 2017 amended and restated operating lease agreement and used to pay down the Burnett Biomedical Sciences building loan.

The Burnett loan matures June 30, 2038. Scheduled debt service payments include principal (\$2.8 million) and interest (\$1.2 million), which will leave a remaining outstanding balance of \$50.2 million at the end of the fiscal year ending June 30, 2023.

Debt associated with the construction of the UCF downtown campus was paid off during fiscal year ending June 30, 2022, with pledge receipts from UCF Foundation.

UCF Foundation

The UCF Foundation's principal function is to provide charitable and educational aid to the University. Its sources of funding include personnel support from the university, rent from mostly university tenants in office buildings, endowment fees, and earnings from investments.

The UCF Foundation prepared a budget for fiscal year 2022-23 to support the goal of becoming a sustainable \$100 million annual fundraising organization. Considering current economic conditions and

resources required to support this goal the Foundation is proposing an increase of \$5 million over the prior year's budget.

UCF Limbitless Solutions, Inc.

Limbitless Solutions, Inc. (LSI) produces artistic prosthetic medical devices, conducts research, and promotes STEM/ STEAM education.

LSI has entered into two new clinical research studies with two additional hospital partners. Up to 25 participants will be selected with arm deliveries expected to be completed in the Fall of 2022.

LSI has concluded the move to a new laboratory space and acquired several pieces of new equipment over the course of fiscal year 2022. Additional manufacturing equipment is anticipated for purchase in fiscal year 2023. All other amounts are consistent with conservative yearly trends. Purchasing of certain hardware and equipment may be delayed due to supply chain challenges. LSI has developed a relationship with partners and sponsors who are willing to fund hourly employed students, who gain valuable hands-on experience. LSI transfers the funds received from the partnership to the university staffing department that covers the employment of LSI hourly students.

UCF Research Foundation

The Research Foundation promotes and supports the research activities of faculty, staff, and students. Its operating revenue and expenses include contracts, grants, royalties, contributions, rents, conferences, unit residuals, and consortiums.

Revenue and expenses for contracts and grants exceeds the fiscal 2022 annualized projected actuals amount and the fiscal 2022 budgeted amount due to the expected continued growth in sponsored research.

A large decrease is anticipated for conferences and workshops due to the unanticipated separation from GrowFL. GrowFL was an entrepreneurial program that started in 2009 as a statewide program to serve second stage companies. UCF/UCFRF was selected to administer the program through 2021. At such time, GrowFL registered and became their own separate non-profit entity.

Central Florida Clinical Practice Organization

The CFCPO is an affiliated organization formed to support the medical education program and clinical faculty within the College of Medicine.

The proposed budget reflects a 49% increase in revenue primarily resulting from the planned increase of four new physicians and two clinical educators for the faculty practice plan and the addition of the new UCF Health Infusion Center which has been ramping up operations during fiscal 2022. The increase in other revenues is due to UCF Clinical LLC, a new subsidiary and disregarded entity under the CFCPO. It has a contract arrangement with a professional employer organization that employs the clinical and administrative staff for UCF Health and HealthARCH.

The increase in professional services expense reflects a full year of personnel and administrative costs for UCF Health and HealthARCH staff compared to six months in the prior year. The increase in medical supplies expense is due to the pharmaceutical expense budget for the UCF Health Infusion Center and higher patient volume. The pharmaceuticals utilized by the Infusion Center are high-dollar drugs that on average are about 85% of the revenue that the center generates. Facility expense for the clinics has



been moved to the College of Medicine budget creating a decrease in budgeted expense for CFCPO. The purpose of this move is to simplify intercompany transactions between the College of Medicine and the CFCPO. The increase in the transfer of funds to the College of Medicine is to support the anticipated start-up costs of new UCF Health physicians and to support the College's research mission by investing in the Burnett Cancer Research Division which is moving to the UCF Lake Nona Cancer Center building. These transfers will also fund facility and other UCF Health related costs paid by the College of Medicine. It is intended that these one-time investments totaling \$1.1 million will come from cash reserves which is reflected in the budget deficit of \$1.9 million. The remaining \$0.8 million will be funded through expected savings not included in the budget. Currently, the CFCPO is forecasted to have year-end cash reserves of over \$8 million.

Recommended Action:

Approve the DSO proposed budgets as presented.

Alternatives to Decision:

Do not approve the DSO proposed budgets or approve with recommended changes.

Fiscal Impact and Source of Funding:

Source of funding varies across all Direct Support Organizations.

Authority for Board of Trustees Action:

Delegation of Authority to the President, Miscellaneous Powers and Duties, 6(c) Recommend for Board of Trustees' approval annual operating and capital budgets for Affiliated Organizations.

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Finance and Administration

Supporting Documentation:

- Attachment A: UCF Athletic Association Inc.
- Attachment B: UCF Academic Health
- Attachment C: UCF Convocation Corporation
- Attachment D: UCF Finance Corporation
- Attachment E: UCF Foundation
- Attachment F: UCF Limbitless Solutions
- Attachment G: UCF Research Foundation
- Attachment H: UCF Stadium Corporation
- Attachment I: Central Florida Clinical Practice Organization

Facilitators/Presenters:

- Gerald Hector, Senior Vice President for Finance and Administration
- Christina Tant, Assistant Vice President for DSO Accounting and Reporting

Attachment A

**UCF Athletics Association
Operating Budget
Fiscal Year 2022-23**
Pending UCFAA Board Approval in May 2022

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<u>Funding Sources</u>	\$	\$	\$	\$	%
Student athletic fees	23,200,964	25,104,281	23,524,649	(323,685)	-1%
Higher education emergency relief fund (Heerf)	12,000,000	-	5,000,000	7,000,000	140%
Ticket sales and ticket related transactions	12,138,189	11,089,731	11,650,550	487,639	4%
Philanthropic Donations for Operating	1,549,000	589,045	1,366,472	182,528	13%
Game Guarantees Received	401,000	333,000	364,725	36,275	10%
Sponsorships	10,375,000	8,025,000	8,152,877	2,222,123	27%
Pledges to be used for debt service	2,955,650	2,874,000	2,967,535	(11,885)	0%
NCAA/ conference distributions	8,676,161	8,329,318	8,329,318	346,843	4%
Other athletic revenues	1,690,139	2,171,659	1,283,753	406,386	32%
Scholarship support from university	9,463,000	10,263,000	10,263,000	(800,000)	-8%
Advance of future revenues Big 12	5,000,000	-	7,000,000	(2,000,000)	-29%
Revenue received from SC Transfer ¹	4,012,963	3,650,563	3,329,964	682,999	21%
Total Funding Sources	91,462,066	72,429,597	83,232,843	8,229,223	10%
<u>Funding Uses</u>					
Scholarships	10,217,157	10,822,154	10,590,401	373,244	4%
Employee compensation	29,859,468	27,891,255	27,596,475	(2,62,993)	-8%
Sport operations	10,644,818	10,507,790	12,039,676	1,394,858	12%
Support operations	15,468,823	13,580,241	12,626,920	(2,841,903)	-23%
Non-recurring operations	1,828,825	1,719,301	1,852,802	23,977	1%
AAC Exit Fees Anticipated	5,000,000	-	5,000,000	-	0%
Guaranteed Royalty and Rent to Stadium Corp ¹	4,071,000	4,021,000	4,021,000	(50,000)	-1%
Retained Earnings for Liquidity (Reserve)	2,500,000	-	-	(2,500,000)	
Total Funding Uses	79,590,091	68,541,741	73,727,274	(5,862,817)	-8%
<u>Non-operating Sources/ (Uses)</u>					
Restricted accounts capital donations	-	1,018,812	3,581,456	(3,581,456)	-100%
Restricted accounts outlay	-	(819,812)	(1,651,390)	1,651,390	-100%
Capital projects outlay	-	(1,960,048)	(2,639,562)	2,639,562	-100%
Interest income	-	-	-	-	
Interest expense	(730,116)	(376,860)	(553,218)	(176,898)	32%
Principal	(3,652,811)	(2,307,000)	(2,307,000)	(1,345,811)	58%
Total Non-operating Sources/ (Uses)	(4,382,927)	(4,444,908)	(3,569,714)	(813,213)	23%
Surplus/(Deficit)	7,489,048	(557,052)	5,935,855	1,553,193	26%

AA Debt Service Summary

	Annual Debt Service			Outstanding Principal	
	Principal	Interest	Total	As of 6/30/22	As of 6/30/23
Fifth Third - Line of Credit	320,000	92,277	412,277	4,775,000	4,455,000
Regions - Construction Note (Roth Athletic Center)	2,619,000	81,650	2,700,650	5,392,000	2,773,000
UCF Foundation - Line of Credit	-	270,000	270,000	9,000,000	9,000,000
UCF - Loan	713,811	286,189	1,000,000	5,198,890	4,485,079
Total Debt Service	3,652,811	730,116	4,382,927	24,365,890	20,713,079

¹ The new budget format presents the release of unrestricted surplus from UCF Stadium Corp as a funding source and the guaranteed royalty and stadium rent

R&R Reserve Summary

	Estimated Fiscal Year 2023 Balances			
	Beginning of Year	Reserve Funding	Estimated Expenses	End of Year
Non-recurring maintenance (R&R) Expenses	-	-	-	-
Total R&R Reserve Activity	-	-	-	-

Attachment B

UCF Academic Health, Inc. Operating Budget Fiscal Year 2022-23

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<u>Funding Sources</u>	\$	\$	\$	\$	%
Commercial Lease Revenue ¹	2,725,029	2,644,288	2,644,181	80,847	3%
Total Funding Sources	2,725,029	2,644,288	2,644,181	80,847	3%
<u>Funding Uses</u>					
Professional Services ²	17,500	15,340	25,300	7,800	-31%
Supplies Expense	-	-	-	-	0%
Facility Expense ³	2,518,501	2,451,492	2,438,110	(80,390)	3%
Information Technology ⁴	7,916	7,680	7,000	(916)	13%
Other Expense ⁵	181,112	169,777	173,771	(7,341)	4%
Total Funding Uses	2,725,029	2,644,288	2,644,181	(80,847)	3%
Sources Less Uses	-	-	-	-	0%

¹UCF Academic Health, Inc. (UCFAH) receives sub-lease revenue from lease arrangements with private partners in the UCF Lake Nona Cancer Center. The 3% increase is due to an annual rent & CAM escalation clause that is included in the lease agreements.

²The FY23 Professional Services budget includes accounting audit and legal fees. The decrease is the result of additional expense incurred in FY22 for consulting fees related to the development of internal control policies.

³Facility Expense reflects rent plus CAM paid to the UCF Real Estate Foundation (UCF REF) which owns the Lake Nona Cancer Center building. The increase in expense corresponds to the increase in lease revenue received from the sub-lease tenants.

⁴Information Technology Expense reflects the cost of accounting software which increased by 13% at the last renewal.

⁵The increase in Other Expense is due to an increase in sales tax expense corresponding to the increase in lease revenue. In addition, Officer and General Liability insurance increased at renewal.

Attachment C

UCF Convocation Corporation Operating Budget Fiscal Year 2022-23

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
Housing Operations	\$	\$	\$	\$	%
<u>Operating Revenues:</u>					
Apartment Rental	17,337,919	16,793,024	17,336,536	1,383	0%
Miscellaneous Rental Fees and Revenue	350,000	350,000	350,000	-	0%
Parking Revenue	1,036,388	1,036,388	1,036,388	-	0%
Total Operating Revenues	18,724,307	18,179,412	18,722,924	1,383	0%
<u>Operating Expenses:</u>					
UCF Housing Administration	961,777	893,095	885,872	(75,905)	-9%
Maintenance and Custodial	1,764,995	1,464,660	1,495,851	(269,144)	-18%
Salaries	-	-	-	-	-
Utilities	1,843,457	1,643,810	1,598,955	(244,502)	-15%
Communication Services	328,824	347,707	294,781	(34,043)	-12%
Insurance	65,439	350,000	433,351	367,913	85%
Management Fees	272,921	230,805	265,298	(7,623)	-3%
Other Expenses	165,000	155,000	150,000	(15,000)	-10%
Total Operating Expenses	5,402,412	5,085,077	5,124,108	(278,304)	-5%
<u>Non-Operating Revenue/(Expenses):</u>					
Interest Earnings	165,000	110,000	285,451	(120,451)	-42%
Housing debt service - principal	(5,100,000)	(4,930,000)	(4,930,000)	(170,000)	3%
Housing debt service - interest	(2,936,384)	(3,112,912)	(3,112,912)	176,528	-6%
Housing R&R reserve contributions	(500,000)	(462,000)	(462,000)	(38,000)	8%
Total Non-Operating Revenue/Expenses	(8,371,384)	(8,394,912)	(8,219,461)	(151,923)	2%
Housing Operations Surplus/(Deficit)	4,950,511	4,699,423	5,379,355	(428,845)	-8%
Retail Operations					
<u>Retail Revenue:</u>					
Arena Rental Revenue	1,057,463	1,122,999	1,014,220	43,243	4%
Housing Retail Revenue	602,630	579,432	563,478	39,152	7%
Additional Rent	268,502	281,881	267,302	1,200	0%
Total Retail Revenues	1,928,595	1,984,312	1,845,000	83,595	5%
<u>Retail Expenses:</u>					
Common Area Maintenance	179,389	211,400	115,000	(64,389)	-56%
Management Fees	115,407	116,092	116,092	685	1%
Leasing Commissions	15,000	16,000	5,000	(10,000)	-200%
Branding	12,000	48,000	5,000	(7,000)	-140%
Bad Debt expense	-	-	-	-	-
Total Operating Expenses	321,796	391,492	241,092	(80,704)	-33%
Retail Operations Surplus/(Deficit)	1,606,799	1,592,820	1,603,908	2,891	0%
Arena Operations					
<u>Direct Event Revenue</u>					
Gross Ticket Revenue	4,890,516	1,030,892	3,838,949	1,051,567	27%
Facility Rental	1,709,575	1,497,331	199,678	1,509,897	756%
Event Production Costs	(6,833,432)	(2,574,225)	(4,356,649)	(2,476,783)	57%
Net Service Revenue	198,933	162,533	203,811	(4,878)	-2%
Total Direct Event Revenue	(34,408)	116,531	(114,211)	79,803	-70%
<u>Ancillary Revenue</u>					
Concession and Catering Commissions	400,500	201,884	545,313	(144,813)	-27%
Novelty Revenue	78,952	33,191	75,350	3,602	5%
Ticket Master Rebates Revenue	481,456	139,359	636,622	(155,166)	-24%
Parking	308,519	183,629	188,793	119,726	63%
Suite Revenue	105,642	72,236	161,816	(56,174)	-35%
Facility Fee	286,625	73,125	241,696	44,929	19%
Total Ancillary Revenue	1,661,694	703,424	1,849,590	(187,896)	-10%

<u>Other Revenue</u>					
UCFAA Rent	535,000	535,000	535,000	-	0%
Miscellaneous	87,806	122,696	119,533	(31,727)	-27%
Total Other Revenue	622,806	657,696	654,533	(31,727)	-5%
Total Event Revenue	2,250,092	1,477,651	2,389,912	(139,820)	-6%
<u>Arena Operating Expenses</u>					
Salaries Administrative	1,351,741	1,172,900	1,243,546	(108,195)	-9%
Travel, Training, and Entertainment	23,934	9,750	5,985	(17,949)	-300%
Office Expenses	112,835	117,589	102,008	(10,827)	-11%
Advertising	17,422	7,469	4,571	(12,851)	-281%
Contracted Services	55,012	15725	16,658	(38,354)	-230%
Utilities	1,342,893	1,316,857	1,179,125	(163,768)	-14%
Building Expenses	28,533	23,850	15,865	(12,668)	-80%
Equipment Repairs and Maintenance	10,500	20,200	41,556	31,056	75%
Insurance	65,439	342,588	327,690	262,252	80%
Consulting Fees	-	109,200	36,400	36,400	100%
Management Fees	265,686	165,705	226,739	(38,947)	-17%
Total Operating Expenses	3,273,995	3,301,833	3,200,143	(73,852)	-2%
Gross Building Operating Revenues/(Loss)	(1,023,903)	(1,824,182)	(810,231)	(213,672)	26%
<u>Arena Other Non-Event Related Expenses</u>					
Salaries	-	-	-	-	-
Maintenance and Custodial	732,321	699,491	596,295	(136,026)	-23%
Building Supplies	80,000	68,000	19,131	(60,869)	-318%
Repairs and Maintenance	270,200	211,000	7,559	(262,641)	-3475%
Licenses and Permits	3,000	4,200	-	(3,000)	-
Contracted Services	128,082	62,200	109,282	(18,800)	-17%
Janitorial	14,500	12,000	76,792	62,292	81%
Total Other Non-Event Operating Expenses	1,228,103	1,056,891	809,059	(419,044)	-52%
<u>Other Operating Revenues/(Expenses)</u>					
UCF Operating Agreement	2,200,000	2,200,000	2,200,000	-	0%
Sponsorship	125,000	125,000	125,000	-	0%
Naming Rights	825,000	800,000	800,000	25,000	3%
Less Naming Rights Expenses	(15,000)	(6,500)	(6,500)	(8,500)	131%
Premium Seating	398,150	386,500	388,790	9,360	2%
Less Fulfillment Cost	(191,100)	(175,830)	(175,000)	(16,100)	9%
Less Administration Cost	(55,000)	(50,000)	(50,000)	(5,000)	10%
Total Other Operating Revenues/(Expenses)	3,287,050	3,279,170	3,282,290	4,760	0%
Net Arena Operating Revenues/(Loss)	1,035,045	398,097	1,663,000	(627,956)	-38%
<u>Nonoperating Revenues/(Expenses)</u>					
Transfers to UCF	(500,000)	-	-	(500,000)	-
Interest Earnings	10,000	9,900	11,531	(1,531)	-13%
Transfer from housing	-	-	-	-	-
Arena debt service - principal	(3,480,000)	(3,360,000)	(3,360,000)	(120,000)	4%
Arena debt service - interest	(2,536,163)	(2,654,243)	(2,654,243)	118,080	-4%
Arena R&R reserve contributions	(500,000)	(500,000)	(500,000)	-	0%
Total Nonoperating Revenues/(Loss)	(7,006,163)	(6,504,343)	(6,502,712)	(503,451)	8%
Arena Operations Surplus/(Deficit)	(5,971,119)	(6,106,246)	(4,839,712)	(1,131,407)	23%
Total Project Surplus/(Deficit)	586,191	185,997	2,143,552	(1,557,360)	-73%

Debt coverage ratio - Housing 146%
Debt coverage ratio - Arena 141%

Required debt coverage 120%

Debt Service Summary

	Annual Debt Service			Outstanding Principal	
	Principal	Interest	Total	As of 6/30/22	As of 6/30/23
Housing debt service	5,100,000	2,936,384	8,036,384	85,970,000	80,870,000
Arena debt service	3,480,000	2,536,163	6,016,163	63,910,000	60,430,000

Total Debt Service	8,580,000	5,472,547	14,052,547	149,880,000	#####
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R&R Reserve Summary

Estimated Fiscal Year 2023 Balances

	Balance Held at DSO 3/31/22	FY22 Estimated Expenditures	Balance Held at Trust at 3/31/22	FY 23 Proposed Contributions	FY23 Proposed Expenditures	End of Year Balance ¹
Arena	649,275	(193,425)	-	500,000	(492,000)	463,850
Housing	106,294	(66,161)	2,783,237	448,000	(345,000)	2,926,370
Parking	140,209	(140,000)	164,087	52,000	(50,000)	166,296
Total R&R Reserve Activity	895,778	(399,586)	2,947,324	1,000,000	(887,000)	3,556,516

¹ Balance held in trust remains unavailable until board approves withdrawal.

**UCF Finance Corporation
Operating Budget
Fiscal Year 2022-23**

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance
<u>Funding Sources</u>	\$	\$	\$	\$
Transfers from University ¹	3,950,128	3,960,121	4,008,417	(58,289)
Transfers from Foundation - Downtown Pledges	-	2,342,194	1,350,000	(1,350,000)
Interest	60,000	46,000	-	60,000
Total Sources	4,010,128	6,348,315	5,358,417	(1,348,289)
<u>Funding Uses</u>				
Principal - Burnett Biomedical Sciences Building ¹	2,750,000	2,684,000	2,684,000	(66,000)
Interest - Burnett Biomedical Sciences Building	1,238,928	1,304,136	1,304,136	65,208
Principal - UCF downtown construction note ¹	-	2,342,194	1,592,194	1,592,194
Interest - UCF downtown construction note	-	25,000	5,684	5,684
Operating	21,200	17,985	18,281	(2,919)
Transfers to University - Downtown Construction	-	-	-	-
Total Uses	4,010,128	6,373,315	5,604,295	1,594,167
Surplus/(Deficit)²	-	(25,000)	(245,878)	245,878

¹The proposed budget has been reformatted to include principal payments as an expense and to include the gross rent received from the university. In previous years, principal was presented below the net surplus/ (deficit) and rent revenue was presented net of the principal on the Burnett loan to mirror the presentation in the audited financial statements. Prior year columns have been restated for comparative purposes. The revised format provides the board with a more complete understanding of the Corporation's sources and uses of funds.

² The surplus/(deficit) in prior years represents timing differences between the receipt of pledges for the downtown campus and subsequent principal and interest payments on the related construction note.

SUMMARY OF OUTSTANDING DEBT BALANCE	
Principal Balance at 6/30/2022	52,997,000
Principal payment due 7/1/2022	(2,750,000)
Principal Balance at 6/30/2023	50,247,000

Attachment E

University of Central Florida Foundation, Inc.
Operating Budget
Fiscal Year 2022-23

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
	\$	\$	\$	\$	%
<u>Funding Sources</u>					
Funding from related organizations					
University funding					
Univ - E&G	10,520,000	10,520,000	11,031,695	(511,695)	-5%
Univ - Auxiliary	257,187	249,696	290,923	(33,736)	-12%
Univ - Other	541,955	320,000	257,799	284,156	110%
Total Funding from related organizations	11,319,142	11,089,696	11,580,417	(261,275)	-2%
Foundation operations					
Endowment assessment	5,500,000	4,600,000	4,882,118	617,882	13%
Non-endowed investment earnings	2,700,000	2,000,000	2,000,000	700,000	35%
Current year allocation from buildings	1,300,000	2,000,000	2,000,000	(700,000)	-35%
Alumni revenue	423,500	413,250	212,524	210,976	99%
Unrestricted gift income	200,000	200,000	357,350	(157,350)	-44%
Distribution from CAPFA funds	6,800,000	-	-	6,800,000	0%
Athletics Line of Credit Interest	90,000	90,000	85,000	5,000	6%
Total funding from operations	17,013,500	9,303,250	9,536,992	7,476,508	78%
Total Funding Sources	28,332,642	20,392,946	21,117,409	7,215,233	34%
<u>Funding Uses</u>					
Support to university					
President's allocations	545,581	534,883	781,560	235,979	30%
Vice Presidents' allocations	328,644	322,200	287,046	(41,598)	-14%
Other allocations to university	224,564	224,564	223,384	(1,180)	-1%
Total Support to university	1,098,789	1,081,647	1,291,990	193,201	15%
Foundation expenses					
Salaries and benefits					
Development	7,647,376	6,636,859	5,052,584	(2,594,792)	-51%
Administration	7,812,590	6,597,427	5,272,542	(2,540,048)	-48%
Alumni Relations	2,378,983	1,943,733	1,917,596	(461,387)	-24%
Total Salaries and Benefits	17,838,950	15,178,020	12,242,722	(5,596,228)	-46%
Other operating					
Development	844,061	687,606	486,922	(357,139)	-73%
Administration	3,887,929	2,153,672	2,886,522	(1,001,407)	-35%
Alumni Relations	1,564,636	1,130,602	1,157,532	(407,104)	-35%
Total Other operating	6,296,626	3,971,880	4,530,976	(1,765,650)	-39%
Total Foundation expenses	24,135,576	19,149,900	16,773,698	(7,361,878)	-44%
Total Funding Uses	25,234,365	20,231,546	18,065,688	(7,168,677)	-40%
Sources Less Uses	3,098,277	161,400	3,051,721	46,556	2%

Attachment F

**Limbitless Solutions, Inc.
Operating Budget
Fiscal Year 2022-23**

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<i>Funding Sources</i>	\$	\$	\$	\$	%
University Salary Support (non-cash) ¹	750,000	650,000	650,000	100,000	15%
Donations	500,000	500,000	475,000	25,000	5%
Sponsorships ²	50,000	75,000	75,000	(25,000)	-33%
Grants	50,000	50,000	-	50,000	
Speaking Engagements	10,000	5,000	7,500	2,500	33%
Miscellaneous ³	7,500	10,000	7,500	-	0%
Total Funding Sources	1,367,500	1,290,000	1,215,000	152,500	13%
<i>Funding Uses</i>					
Administrative Salary Expense ¹	750,000	650,000	677,751	(72,249)	-11%
Student Salary Expense ¹	50,000	-	30,774	(19,226)	-62%
Materials	75,000	75,000	50,000	(25,000)	-50%
Medical Research Study ⁴	125,000	135,000	25,000	(100,000)	-400%
Mailing Services	2,500	2,500	1,000	(1,500)	-150%
Travel	7,500	7,500	4,500	(3,000)	-67%
Promotional Advertising	15,000	25,000	25,000	10,000	40%
Office Supplies	20,000	30,000	30,000	10,000	33%
Rent	53,289	54,471	60,986	7,697	13%
Utilities ⁵	30,000	-	1,907	(28,093)	-1473%
Insurance	2,500	2,000	2,339	(161)	-7%
Scholars Program ⁶	20,000	10,000	14,000	(6,000)	-43%
Academic Publications ⁷	5,000	5,000	2,500	(2,500)	-100%
Audit and Tax Fees	15,400	14,900	14,900	(500)	-3%
Miscellaneous	5,000	5,000	5,000	-	0%
Transfer to UCF for Student Success	35,000	40,000	35,000	-	0%
Total Funding Uses	1,211,189	1,056,371	980,657	(230,532)	-24%
<i>Non-operating Sources/(Uses)</i> ⁸					
Renovation Donation	-	-	5,000	(5,000)	-100%
Renovation Expense	-	-	(234,755)	234,755	-100%
Total Non-operating Sources/ (Uses)	-	-	(229,755)	229,755	-100%
Surplus/(Deficit)	156,311	233,629	4,588	151,723	3307%

Attachment G

**UCF Research Foundation, Inc.
Operating Budget
Fiscal Year 2022-23**

	2022-23 PROPOSED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<u>Funding Sources</u>	\$	\$	\$	%
Royalties and licensing fees	1,160,000	1,153,448	6,552	1%
Contracts and grants ¹	13,500,000	11,599,155	1,900,845	16%
Contribution and other agreements income ²	2,100,000	2,071,695	28,305	1%
Conferences and workshops ²	195,000	194,675	325	0%
Incubator Rents ³	390,000	378,957	11,043	3%
Management fees and F&A ⁴	1,500,000	1,234,069	265,931	22%
Total Funding Sources	18,845,000	16,631,999	2,213,001	13%
<u>Funding Uses</u>				
Royalties and licensing allocations and expense	870,000	865,086	(4,914)	-1%
Contracts and grants expense ¹	13,500,000	11,599,155	(1,900,845)	-16%
Contribution and other agreements expense ²	2,100,000	2,071,695	(28,305)	-1%
Conferences and workshops ²	195,000	194,675	(325)	0%
Incubator Rents	390,000	385,040	(4,960)	-1%
Other operating expenses ⁵	1,500,000	1,397,887	(102,113)	-7%
Gap Fund ⁶	250,000	100,433	(149,567)	-149%
Total Funding Uses	18,805,000	16,613,970	(2,191,030)	-13%
Sources Less Uses	40,000	18,028	21,972	122%

¹ Revenue and expenses for contracts and grants exceeds the fiscal 2022 annualized projected actuals amount and the

² Revenue and expenses for contributions and other agreements, as well as conferences and workshops, are consistent

³ Incubator rent revenue is consistent with the fiscal 2022 projected annualized amount while excluding prior year

⁴ Management fees and F&A represent the net funds retained by the Research Foundation after necessary distributions.

⁵ Other operating expenses includes funding for research foundation payroll and operating expenses plus offset for

⁶ Gap Fund expenses annualized in Fiscal Year 2022 include both the projected current year awards and the actual

Attachment H

UCF Stadium Corporation Operating Budget Fiscal Year 2022-23

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<u>Funding Sources</u>	\$	\$	\$	\$	
Premium seating - West Side	2,330,000	2,227,253	2,208,470	121,530	6%
Premium seating - Field Cabanas	352,000	343,200	271,561	80,439	30%
Concessions & catering	450,000	425,000	402,547	47,453	12%
Insurance Proceeds for loss damage	-	-	272,033	(272,033)	-100%
High School Graduation Revenues	-	-	-	-	
Merchandise sales	250,000	250,000	250,000	-	0%
Excess revenues from beverage contract	180,000	180,000	180,000	-	0%
Total Funding Sources	3,562,000	3,425,453	3,584,611	(22,611)	-1%
<u>Funding Uses</u>					
Services & supplies	55,000	50,000	49,000	(6,000)	-12%
Repairs and replacement (R&R) funding	250,000	500,000	500,000	250,000	50%
Use of insurance proceeds & deductible	-	-	297,033	297,033	100%
Rust remediation	-	48,220	262,631	262,631	100%
Total Funding Uses	305,000	598,220	1,108,664	803,664	72%
<u>Non-operating Sources/ (Uses)</u>					
Ticket sales	4,345,000	4,444,674	4,213,735	131,265	3%
UCFAA rent	2,121,000	2,121,000	2,121,000	-	0%
Guaranteed royalty	1,950,000	1,900,000	1,900,000	50,000	3%
Transfers to UCFAA	(8,357,963)	(8,095,237)	(7,543,699)	(814,264)	11%
Interest income	55,000	54,108	86,795	(31,795)	-37%
Interest expense	(1,511,037)	(1,599,778)	(1,599,778)	88,741	-6%
Principal	(2,114,000)	(2,027,000)	(2,027,000)	(87,000)	4%
Pledges for taxable debt issue	-	120,000	120,000	(120,000)	-100%
Pledges for Leadership Center	255,000	255,000	253,000	2,000	1%
Total Non-operating Sources/ (Uses)	(3,257,000)	(2,827,233)	(2,475,947)	(781,053)	32%
Surplus/(Deficit)	-	-	-	-	0%

Debt Service Summary

	Annual Debt Service			Outstanding Principal	
	Principal	Interest	Total	As of 6/30/22	As of 6/30/23
Tax-exempt bonds	1,420,000	1,099,169	2,519,169	26,665,000	25,245,000
Taxable bonds	405,000	370,235	775,235	7,710,000	7,305,000
Leadership Center	289,000	41,633	330,633	1,672,000	1,383,000
Total Debt Service	2,114,000	1,511,037	3,625,037	36,047,000	33,933,000

R&R Reserve Summary

	Estimated Fiscal Year 2023 Balances			
	Beginning of Year	Reserve Funding	Estimated Expenses	End of Year
Non-recurring maintenance (R&R) Expenses	846,153	250,000	-	1,096,153
Rust remediation	-	-	-	-
Total R&R Reserve Activity	846,153	250,000	-	1,096,153

Attachment I

Central Florida Clinical Practice Organization, Inc.
Operating Budget
Fiscal Year 2022-23

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<u>Funding Sources</u>	\$	\$	\$	\$	%
Patient Care ¹	10,972,797	7,781,723	7,642,687	3,330,111	44%
Other ²	1,628,008	964,645	794,125	833,883	105%
Total Funding Sources	12,600,805	8,746,368	8,436,812	4,163,994	49%
<u>Funding Uses</u>					
Professional Services ³	5,003,009	724,547	2,430,258	(2,572,751)	-106%
Medical Supplies, Services & Equipment ⁴	4,188,209	648,161	2,278,116	(1,910,093)	-84%
Facility Expense ⁵	225,397	501,390	494,785	269,388	54%
Information Technology ⁶	408,118	387,095	348,075	(60,043)	-17%
Other Expense	108,522	90,280	94,439	(14,083)	-15%
Transfers to the College of Medicine ⁷	4,630,366	5,894,896	1,243,228	(3,387,137)	-272%
Total Funding Uses	14,563,620	8,246,368	6,888,901	(7,674,719)	-111%
Sources Less Uses	(1,962,814)	500,000	1,547,911	(3,510,725)	-227%

¹Patient Care Revenue is expected to increase due to the new UCF Health Infusion Center which has been ramping up during FY22 and is now being added to the FY23 budget. In addition, the FY23 budget includes four new physicians and two clinical educators for the faculty practice plan.

²UCF Clinical LLC, a subsidiary and disregarded entity under the CFCPO, has a contract arrangement with CoAdvantage, a professional employer organization (PEO). This contract began January 2022 and the PEO employs the UCF Health and HealthARCH staff. The revenue budget reflects charges to be billed to UCF for employees who have effort on the HealthARCH grants. Furthermore, Other Revenue is expected to increase with the addition of another provider for the contract arrangement with Osceola County and the Osceola County Sheriff's Office to provide on-site medical care to Osceola County employees.

³The FY23 budget reflects a full year of personnel and administrative costs for UCF Health and HealthARCH staff employed in partnership with CoAdvantage compared to six months for current year projections.

⁴The increase in Medical Supplies is primarily due to the pharmaceutical expense budget for the UCF Health Infusion Center, and then secondly, due to a higher expected patient volume.

⁵The budget for the Quadrangle building rent and other budgeted facility maintenance costs were moved to the UCF Health auxiliary under the College of Medicine which is funded by the CFCPO.

⁶The increase in Information Technology expense is primarily related to the addition of four new physicians and two clinical educators.

⁷The increase in the transfer of funds to the College of Medicine is to support the anticipated start up costs of four new UCF Health physicians and to support the College's research mission by investing in the Lake Nona Cancer Center building in preparation to house the UCF cancer research activity. These transfers will also fund facility and other UCF Health related costs paid by the College of Medicine.



Board of Trustees
May 26, 2022

BUD-5: Renewal of Reducing Revolving Line of Credit – Fifth Third Bank

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Construction Line: The principal sum outstanding shall bear interest, subject to the provisions of Section 20 of this Draft Note, at a floating rate per annum equal to 79% of the Term SOFR Rate plus 1.34 percent (1.34%) (the “Interest Rate”). Principal payment of \$320,000 will be due on July 15, 2022, and the principal owed on the note as of the July 18 renewal date will be \$4,455,000.

Background Information:

Reducing Revolving Line (Construction):

This line of credit was originally opened in 2004 for the purpose of constructing facilities for women’s sports. The original amount of the line was \$4.5 million and was increased to \$8.5 million in 2006 to help facilitate initial costs of the football stadium and then additional needs once the stadium bonds were issued and the line was reimbursed for the initial expenses. Each year, the line is renewed and includes a negotiated principal payment. The interest rate on this line is tax-exempt. There are no more draws available on the line and the current balance owed is \$4,775,000.

Recommended Action:

Approval of loan renewal documents.

Alternatives to Decision:

Deny the renewal and allow the lines to expire. UCFAA would not have the funds available to pay off the reducing line and would be unable to take draws on the revolving line limiting the ability to pay for expenses in a timely manner.

Fiscal Impact and Source of Funding:

UCFAA is budgeting \$412,277 for principal and interest on the note to be funded from the operating budget

Authority for Board of Trustees Action:

Florida BOG Regulation 1.001 University Board of Trustees Powers and Duties (6)(d). Each board of trustees shall engage in sound debt management practices for the issuance of debt by the university and its direct support organizations and shall comply with the guidelines established by the Board of Governors in connect with the authorization, issuance and sale of university and direct support organization debt.

Contract Reviewed/Approved by General Counsel N/A



Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Terry Donovan, Executive Senior Associate Athletics Director/CFO for UCFAA

Supporting Documentation:

Attachment A: Fifth Third Loan Documents

Facilitators/Presenters:

Terry Donovan, Executive Senior Associate Athletics Director/CFO for UCFAA

**NINTH MODIFICATION OF
RENEWAL REDUCING REVOLVING LINE OF CREDIT PROMISSORY NOTE
AND OTHER LOAN DOCUMENTS**

THIS NINTH MODIFICATION OF RENEWAL REDUCING REVOLVING LINE OF CREDIT PROMISSORY NOTE AND OTHER LOAN DOCUMENTS (this “Modification”) is executed as of the 17th day of July, 2022, by and between **FIFTH THIRD BANK, NATIONAL ASSOCIATION** (“Lender”), whose address is 200 East Robinson Street, Suite 1000, Orlando, Florida 32801, and **UCF ATHLETICS ASSOCIATION, INC.**, a not-for-profit Florida corporation (“Borrower”), whose address is 4465 Knights Victory Way, Building 135, Orlando, Florida 32816.

WITNESSETH:

WHEREAS, Borrower is indebted to Lender under a \$4,775,000.00 reducing revolving line of credit loan (the “Loan”) as evidenced by that certain Renewal Reducing Revolving Line of Credit Promissory Note by Borrower in favor of Lender, effective as of December 31, 2013, as modified by that certain First Modification and Renewal of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 3, 2014, that certain Second Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 5, 2015, that certain Third Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 4, 2016, that certain Fourth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 3, 2017, that certain Fifth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of June 30, 2018, that certain Sixth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 20, 2019; that certain Seventh Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 19, 2020; and that certain Eighth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 18, 2021 (collectively as modified, the “Note”), with a Maturity Date of July 17, 2022, pursuant to that certain Amended and Restated Loan Agreement, effective as of December 31, 2013 (as amended, supplemented or otherwise modified at any time or from time to time, the “Loan Agreement”) and other related loan documents (as the same may be amended, supplemented or otherwise modified at any time or from time to time, collectively, the “Loan Documents”); and

WHEREAS, the Loan is scheduled to mature on July 17, 2022 and the Borrower has requested the Lender to renew and extend the Loan through July 16, 2023 and the Lender has agreed to do so, provided the Borrower executes this Modification, including without limitation agreeing to the amendments set forth herein, and reaffirms the pledge of certain revenues available to the Borrower in favor of Lender for the payment of the Loan; and

WHEREAS, the Borrower and the Lender have agreed to modify the Note, the Loan Agreement and the Loan Documents upon the terms and conditions hereinafter set forth.

NOW THEREFORE, in consideration of the premises hereof, and the mutual covenants contained herein, and the sum of TEN AND 00/100 DOLLARS (\$10.00) in hand paid by the Borrower to the Lender, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Recitals. All of the foregoing recitations are true and correct and are hereby incorporated herein and made a part hereof.
2. Representations of Borrower. In order to induce Lender to enter into this Agreement, Borrower does hereby acknowledge, represent and warrant to and in favor of Lender that: (a) the indebtedness represented by the Note is due from Borrower to Lender in accordance with the terms of the Note as modified, free from any defense, claim, or right to set-off; (b) as of July 17, 2022, the outstanding principal balance of the Loan is \$4,455,000.00 plus accrued and unpaid interest, (c) the principal payment on the Loan, due on July 15, 2022, in the amount of \$320,000.00, was paid by the Borrower on or before such date, and (d) there are no suits, judgments, bankruptcies or executions pending against Borrower in any court which could in any way materially affect Borrower's ability to make payments of obligations due on the Loan.
3. Modification of Loan Documents. The Note, the Loan Agreement and/or the other Loan Documents are hereby modified as follows:
 - (a) The definition of the term "Maturity Date" in the first line of Section 1 of the Note is hereby amended by deleting "July 17, 2022" and inserting "July 16, 2023" in place thereof.
 - (b) The first paragraph of Section 2 of the Note is hereby amended and restated in its entirety as follows:

"2. INTEREST RATE. The principal sum outstanding shall bear interest, subject to the provisions of Section 20 of this Note, at a floating rate per annum equal to 79% of the Term SOFR Rate plus 1.34 percent (1.34%) (the "Interest Rate"). The term "Term SOFR Rate" means, for any day, the forward-looking SOFR rate administered by CME Group, Inc. (or other successor administrator) and published on the applicable Bloomberg LP screen page (or such other commercially available source providing such quotations as may be selected by the Lender) relating to quotations for one (1) month, fixed by the administrator two (2) Business Days prior to such date of determination (provided, however, that if the Term SOFR Rate is not published for such Business Day, then the Term SOFR Rate shall be determined by reference to the immediately preceding Business Day on which such rate is published), rounded upwards, if necessary, to the next 1/8th of 1% and adjusted for reserves if the Lender is required to maintain reserves with respect to the Loan, all as determined by the Lender in accordance with the Note and the Lender's loan systems and procedures periodically in effect. Each determination by the Lender of the

Term SOFR Rate shall be binding and conclusive in the absence of manifest error. Notwithstanding anything to the contrary contained herein, in no event shall the Term SOFR Rate be less than 0.00% as of any date (the “Term SOFR Rate Minimum”); *provided* that, at any time during which a Rate Management Agreement with the Lender is then in effect with respect to all or a portion of the Obligations, the Term SOFR Rate Minimum shall be disregarded and no longer of any force and effect with respect to such portion of the Obligations subject to such Rate Management Agreement. The term “SOFR” means, with respect to any Business Day, a rate per annum equal to the secured overnight financing rate published by the Federal Reserve Bank of New York (or a successor administrator) on the administrator’s website (or any successor source for the secured overnight financing rate identified as such by the administrator) at approximately 2:30 p.m. (New York City time) on the immediately succeeding Business Day.”

(c) Section 3(b) of the Note is hereby amended and restated in its entirety as follows:

“(b) Principal Payments. Principal shall be payable on the following dates, in the following amounts (assuming the Maturity Date continues to be extended for successive Extension Periods as hereinafter provided):

DATE	AMOUNT
07/15/2023	\$330,000
07/15/2024	\$345,000
07/15/2025	\$360,000
07/15/2026	\$370,000
07/15/2027	\$385,000
07/15/2028	\$400,000
07/15/2029	\$420,000
07/15/2030	\$435,000
07/15/2031	\$450,000
07/15/2032	\$470,000
07/15/2033	\$490,000”

(d) Section 20 of the Note is hereby amended and restated in its entirety as follows:

“20. INDEX RATE PROVISIONS.

(a) “**Index Rate**” means the Term SOFR Rate relating to quotations for one month or as otherwise set pursuant to the terms of the Loan Agreement or this Note. The Index Rate shall be initially determined as of the July 17, 2022 and shall be reset monthly on the first Business Day of the relevant calendar month thereafter (each, a “**Reset Date**”) by Lender based on the Index Rate then in effect. Any adjustment in the interest rate resulting from a change in the Index Rate shall become effective as of the opening of business on the date of each change. Lender

shall not be required to notify Borrower of any adjustment in the Index Rate; however, Borrower may request a quote of the Index Rate on any Business Day.

(b) Temporary Replacement of the Index Rate. In the event that Lender shall determine that no Successor Rate (as defined below) has been determined in accordance with Section 20(c) and either: (i) the Index Rate is unavailable, unrepresentative, or unreliable, (ii) the Index Rate will not adequately and fairly reflect the cost to the Lender of making or maintaining advances under this Note, or (iii) the making or funding of Index Rate Loans has become illegal or impracticable; then, in any such case, Lender shall promptly provide notice of such determination to Borrower (which shall be conclusive and binding on Borrower absent manifest error), and, until Lender determines that the circumstances giving rise to such suspension no longer exist, in which event Lender shall so notify Borrower, then (A) Lender's obligations in respect of the Index Rate shall be suspended forthwith, (B) Borrower's right to utilize Index Rate pricing as set forth in this Agreement shall be suspended forthwith, and (C) amounts outstanding hereunder shall, on and after such date, bear interest at a rate per annum equal to the Prime Rate. If a Successor Rate has been determined in accordance with Section 20(c) and Lender determines that any of the circumstances described in clauses (i)-(iii) of this paragraph has occurred, then clauses (A)-(C) of this paragraph shall apply as if each reference to the Index Rate therein were a reference to the Successor Rate.

(c) Permanent Replacement of the Index Rate.

(i) Notwithstanding anything to the contrary herein or in any other Loan Document (and any Rate Management Agreement shall be deemed not to be a "Loan Document" for purposes of this Section 20(c)), but without limiting Section 20(b) above, if the Lender determines (which determination shall be conclusive and binding on Borrower absent manifest error) that any of the circumstances described in Section 20(b)(i)-(iii) has occurred and is unlikely to be temporary or the administrator of the Index Rate or a governmental authority having or purporting to have jurisdiction over the Lender or such administrator has made a public statement identifying a specific date (the "**Scheduled Unavailability Date**") after which the Index Rate will no longer be representative or made available or used for determining the interest rate of loans or otherwise cease or will no longer be in compliance or aligned with the International Organization of Securities Commissions (IOSCO) Principles for Benchmarks, and there is no successor administrator satisfactory to the Lender, then on a date and time determined by the Lender (the "**Index Rate Replacement Date**") but no later than the Scheduled Unavailability Date, the Index Rate will be replaced hereunder and under any other Loan Document with the Daily Simple SOFR Rate. "**Daily Simple SOFR Rate**" means a rate based on SOFR with interest accruing on a simple daily basis in arrears with a methodology and conventions selected by Lender.

(ii) If the Successor Rate is based on the Daily Simple SOFR Rate, interest shall be due and payable on a monthly basis.

(iii) Notwithstanding anything to the contrary herein, if the Lender determines that the Daily Simple SOFR Rate is not available and administratively feasible prior to the Index Rate Replacement Date, or if any of the circumstances

described in Section 20(c)(i) with regard to the Index Rate has occurred with respect to a Successor Rate then in effect, the Lender may amend this Note solely for the purpose of replacing the Index Rate or any then current Successor Rate in accordance with this Section 20(c) with another alternative benchmark rate and a “Spread Adjustment,” giving due consideration to any evolving or then existing convention for similar U.S. dollar denominated credit facilities and any recommendations of a relevant governmental authority, and which Spread Adjustment or method for calculating such Spread Adjustment shall be published on an information service as selected by the Lender from time to time in its reasonable discretion. Any such alternative benchmark rate and Spread Adjustment shall constitute a Successor Rate hereunder. Any such amendment shall become effective on the date set forth in a written notice provided by the Lender to the Borrower.

(iv) The Lender will promptly (in one or more notices) notify the Borrower of the implementation of any Successor Rate. Any Successor Rate shall be applied in a manner consistent with market practice; provided that to the extent such market practice is not administratively feasible for the Lender, such Successor Rate shall be applied in a manner as otherwise reasonably determined by the Lender.

(v) In connection with the implementation and administration of a Successor Rate (including, without limitation, pursuant to Section 20(c)(viii) below), the Lender will have the right to make Conforming Changes from time to time and, notwithstanding anything to the contrary herein or in any other Loan Document, any amendments implementing such Conforming Changes will become effective without any further action or consent by Borrower; provided that the Lender shall provide notice of such Conforming Changes to the Borrower reasonably promptly after such amendment becomes effective. “**Conforming Changes**” means, with respect to the use, administration of, or any conventions associated with the Index Rate or any proposed Successor Rate, as applicable, any changes to the terms of this Note related to the timing, frequency, and methodology of determining rates and making payments of interest, including changes to the definition of Business Day, lookback periods or observation shift, prepayments, and borrowing notices, and other technical, administrative, or operational matters, as may be appropriate, in the discretion of the Lender, to reflect the adoption and implementation of such applicable rate and to permit the administration thereof by the Lender in an operationally feasible manner and, to the extent feasible, consistent with market practice.

(vi) Notwithstanding anything to the contrary herein, if the Successor Rate would be less than the Floor, the Successor Rate will be deemed to be the Floor for the purposes of this Agreement and the other Loan Documents. Further, if the interest rate to be replaced is rounded upwards to the next 1/8th of 1% under the terms of this Note or any Loan Document, the Successor Rate shall also be rounded up to the next 1/8th; *provided further*, that this provision governing rounding shall not apply if the Borrower has a Rate Contract in effect with respect to all or part of an advance under the Loan. “**Floor**” means 0.00%.

(vii) The Lender does not warrant or accept any responsibility for, and shall not have any liability with respect to, the administration, submission, or any other matter related to the Index Rate or any Successor Rate, including the selection of such rate, any related Spread Adjustment, or any Conforming Changes, or whether the composition or characteristics of any Successor Rate and Spread Adjustment or Conforming Changes will be similar to, or produce the same value or economic equivalence of, the initial Index Rate.

(viii) Notwithstanding anything to the contrary contained herein, if, after July 17, 2022, the Borrower enters into a Rate Management Agreement with respect to all or part of the Loan and the floating interest rate under the Rate Management Agreement is the Daily Simple SOFR Rate, the Lender may replace the Index Rate hereunder with the Daily Simple SOFR Rate and a Spread Adjustment without consent of any other party hereto; *provided further*, that, if subsequent thereto, the Lender and Borrower amend such Rate Management Agreement to include, or terminate such Rate Management Agreement and enter into a new Rate Management Agreement with, a floating interest rate thereunder of the Term SOFR Rate, then the Lender may further replace the Daily Simple SOFR Rate hereunder with the Term SOFR Rate (and a Spread Adjustment, if applicable) hereunder without consent of any other party hereto; and, in either such event, (A) the Daily Simple SOFR Rate or the Term SOFR Rate, as applicable, shall be a Successor Rate hereunder, and (B) the Lender shall provide written notice thereof to the Borrower. “**Spread Adjustment**” means a mathematical or other adjustment to an alternate benchmark rate selected pursuant to Section 20(c) of this Note and such adjustment may be positive, negative, or zero subject to the specific Spread Adjustments set forth in Section 20(c).

(d) Illegality. Notwithstanding any other provisions hereof, if any law shall make it unlawful for Lender to make, fund or maintain Index Rate Loans, Lender shall promptly give notice of such circumstances to Borrower. In such an event, (i) the commitment of Lender to make or continue Index Rate Loans shall be immediately suspended and (ii) all outstanding Index Rate Loans shall be converted automatically to Prime Rate Loans. “**Prime Rate Loans**” means advances under the Loan which accrue interest by reference to the Prime Rate, in accordance with the terms of this Note. “**Prime Rate**” means, as of any date, the greater of: (a) 0.00% or (b) the rate which Lender publicly announces, publishes or designates from time to time as its index rate or prime rate, or any successor rate thereto, in effect at its principal office. Such rate is a reference rate and does not necessarily represent the lowest or best rate actually charged to any customer. Lender may make commercial loans or other loans at rates of interest at, above or below its index rate or prime rate. Each determination by Lender of the Prime Rate shall be binding and conclusive in the absence of manifest error. Any change in the Prime Rate shall be effective for purposes of this Note on the date of such change without notice to Borrower.”

(e) The definition of the term “Business Day” in Section 1 of the Loan Agreement is hereby amended and restated in its entirety as follows:

““Business Day” means mean (a) with respect to all notices and determinations, including Interest payment dates, in connection with the Term SOFR Rate (as defined in the Note), any day that commercial banks in New York, New York are required by law to be open for business and that is a U.S. Government Securities Business Day, which means any day other than a Saturday, Sunday, or day on which the Securities Industry and Financial Markets Association recommends that the fixed income departments of its members be closed for the entire day for purposes of trading in United States government securities and (b) in all other cases, any day on which commercial banks in New York, New York or Cincinnati, Ohio are required by law to be open for business; *provided* that, notwithstanding anything to the contrary in this definition of “Business Day”, at any time during which a Rate Management Agreement with the Lender or an Affiliate of the Lender is then in effect with respect to all or a portion of the Obligations, then the definitions of “Business Day” and “Banking Day”, as applicable, pursuant to such Rate Management Agreement shall govern with respect to all applicable notices and determinations in connection with such portion of the Obligations arising under such Rate Management Agreement.”

4. Reaffirmation of Revenue Pledge. The Borrower hereby reaffirms the pledge of the Collateral as defined in the Loan Documents, including without limitation all student athletic fee revenues from the University of Central Florida, and agrees and confirms that said pledge remains in full force and effect and continues to secure the Loan. Further, the Borrower represents to the Lender that the Board of Trustees of the University of Central Florida has not rescinded or modified the pledge by the Borrower of the Collateral to the repayment of the Loan.

5. **WAIVER OF JURY TRIAL. BY THE EXECUTION HEREOF, BORROWER AND LENDER HEREBY KNOWINGLY, VOLUNTARILY AND INTENTIONALLY AGREE, THAT:**

- (a) **NEITHER THE BORROWER NOR LENDER, NOR ANY ASSIGNEE, SUCCESSOR, HEIR OR LEGAL REPRESENTATIVE OF ANY OF THE SAME SHALL SEEK A JURY TRIAL IN ANY LAWSUIT, PROCEEDING, COUNTERCLAIM, OR ANY OTHER LITIGATION PROCEDURE ARISING FROM OR BASED UPON THIS MODIFICATION OR ANY LOAN DOCUMENT EVIDENCING, SECURING OR RELATING TO THE OBLIGATIONS OR TO THE DEALINGS OR RELATIONSHIP BETWEEN OR AMONG THE PARTIES THERETO;**
- (b) **NEITHER THE BORROWER NOR LENDER SHALL SEEK TO CONSOLIDATE ANY SUCH ACTION, IN WHICH A JURY TRIAL HAS BEEN WAIVED, WITH ANY OTHER ACTION IN WHICH A JURY TRIAL HAS NOT BEEN OR CANNOT BE WAIVED;**

- (c) **THE PROVISIONS OF THIS PARAGRAPH HAVE BEEN FULLY NEGOTIATED BY THE PARTIES HERETO, AND THESE PROVISIONS SHALL BE SUBJECT TO NO EXCEPTIONS;**
 - (d) **NEITHER THE BORROWER NOR LENDER HAS IN ANY WAY AGREED WITH OR PRESENTED TO ANY OTHER PARTY THAT THE PROVISIONS OF THIS PARAGRAPH WILL NOT BE FULLY ENFORCED IN ALL INSTANCES; AND**
 - (e) **THIS PROVISION IS A MATERIAL INDUCEMENT FOR LENDER TO ENTER INTO THIS MODIFICATION AND SHALL RUN TO THE BENEFIT OF LENDER AND BORROWER ONLY AND SHALL NOT BENEFIT ANY THIRD PARTIES.**
6. Fees. Borrower agrees that all costs and expenses associated with the execution and delivery of this Agreement, including, but not limited to, the Lender's attorney's fees, and documentary stamp fee and intangible taxes, if applicable, (together with all interest and penalties thereon, if any) and other related expenses, plus accrued interest on the Loan, shall be paid by Borrower on or before the effective date of this Modification. Borrower agrees to defend, indemnify, and hold harmless the Lender from and against any and all such costs and expenses, and agrees that the Lender shall not in any way be held liable for such costs and expenses.
7. Conditions to Effectiveness. This Modification and the effectiveness of the provisions hereof shall be conditioned upon (i) the accuracy of the representations of the Borrower set forth in Section 2 above and each of the other representations and warranties set forth in the other Loan Documents, in each case as of the effective date hereof, (ii) payment of the fees and expenses set forth in Section 6 above, (iii) receipt by the Lender of a certificate of status issued by the Secretary of State of Florida not earlier than fifteen (15) business days prior to the effective date hereof and satisfactory results of lien searches and other due diligence conducted by the Lender in its discretion, (iv) execution and delivery by the Borrower of this Modification and the Certificate of Organizational Documents, Resolutions and Incumbency as of the date of execution of this Modification, and (v) any other agreement, certificate, instrument or other document reasonably required by the Lender.
8. Miscellaneous. Except for the changes and modifications effected hereby, it is expressly agreed that the Loan Documents shall remain in full force and effect in strict accordance with the terms thereof, and nothing herein contained shall affect or be construed to affect the other Loan Documents, or to release or affect the liability of any party or parties who may now or hereafter be liable under or on account of the Loan Documents. This Modification constitutes the complete agreement between the parties hereto and incorporates all prior discussions, agreements and representations made in regard to the matters set forth herein. This Modification shall be binding upon and shall inure to the benefit of, the

heirs, executors, administrators, personal representatives, successors and assigns of the parties hereto. This Modification shall be governed by and interpreted in accordance with the laws of the State of Florida.

[Signature Page Follows]

DRAFT

IN WITNESS WHEREOF, the parties to this Modification have executed this Modification in a manner and form sufficient to bind them as of the day and year first above written.

LENDER:

FIFTH THIRD BANK, NATIONAL ASSOCIATION

By: _____

Name: Steven Wortman

Title: Vice President

BORROWER:

UCF ATHLETICS ASSOCIATION, INC., a
Florida not-for-profit corporation

By: _____

Name: Terry Mohajir

Title: President

UCF ATHLETICS ASSOCIATION, INC., a
Florida not-for-profit corporation

By: _____

Name: Terry Donovan

Title: Treasurer



Board of Trustees
May 26, 2022

BUD-6: UCF Stadium Corporation Release of Unrestricted Surplus for Fiscal Year Ending June 30, 2023

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The UCF Athletics Association’s Board of Directors and the UCF Stadium Corporation’s Board of Directors have approved the respective organization’s annual budget for the fiscal year ending June 30, 2023. Both budgets have been presented to the University President and are now being presented to the University Board of Trustees through this committee for approval in this meeting. Both budgets also reflect the transfer of pledged revenues from UCF Athletics Association (Association) to UCF Stadium Corporation (Corporation) and the release of the Corporation’s unrestricted surplus back to the Association.

Background Information:

The Corporation’s term loan is secured by football ticket sales as well as rent and guaranteed royalty payments from the Association. These pledged revenues are anticipated to be sufficient to fund the Corporation’s annual debt service and operating costs. Football away-game guarantees and conference distributions are also pledged toward the Corporation’s debt issuances but are not reflected in the Corporation’s annual budget because they are not required to fund the Corporation’s annual debt service and operating costs. Additionally, there is a support agreement whereby the University will use legally available revenues to fund deficiencies that may arise in the event the Corporation is unable to make the minimum bond payments.

The attached annual budget for the fiscal year ending June 30, 2023, as approved by the UCF Stadium Corporation’s Board of Directors, reflects the release of a projected unrestricted surplus of \$8,357,963. This represents the estimate of funds that will be available to transfer to the Association after the Corporation’s annual debt service requirements, contributions to the repair and replacement (R&R) reserve, and annual operating costs are funded. The release of the unrestricted surplus will be offset by the transfer of pledged ticket sales (\$4,345,000), stadium rent (\$2,121,000) and guarantee royalty payments (\$1,950,000) resulting in an estimated net transfer of \$58,037 from the Association to the Corporation.

Recommended Action:

Approve the release of the UCF Stadium Corporation’s unrestricted surplus for the fiscal year ending June 30, 2023, to UCF Athletics Association.

Alternatives to Decision:

Do not approve the release of the UCF Stadium Corporation’s unrestricted surplus to UCF Athletics Association, or approve the release of a reduced amount, for the fiscal year ending June 30, 2023.



Fiscal Impact and Source of Funding:

The Association depends on the Corporation's unrestricted surplus to fund its operations.

Authority for Board of Trustees Action:

BOG Regulation 9.011(7) and University Regulation UCF-4.034(7)

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Gerald Hector, Senior Vice President for Finance and Administration

Christina Tant, Assistant Vice President for DSO Accounting and Reporting

Terry Donovan, Executive Associate Athletics Director and Chief Financial Officer

Supporting Documentation:

Attachment A: FY 23 UCF Stadium Corporation Operating Budget

Facilitators/Presenters:

Terry Donovan, Executive Associate Athletics Director and Chief Financial Officer

Attachment A

UCF Stadium Corporation Operating Budget Fiscal Year 2022-23

	2022-23 PROPOSED BUDGET	2021-22 APPROVED BUDGET	2021-22 PROJECTED ACTUALS	YOY Fav/(Unfav) Variance	
<u>Funding Sources</u>	\$	\$	\$	\$	
Premium seating - West Side	2,330,000	2,227,253	2,208,470	121,530	6%
Premium seating - Field Cabanas	352,000	343,200	271,561	80,439	30%
Concessions & catering	450,000	425,000	402,547	47,453	12%
Insurance Proceeds for loss damage	-	-	272,033	(272,033)	-100%
High School Graduation Revenues	-	-	-	-	
Merchandise sales	250,000	250,000	250,000	-	0%
Excess revenues from beverage contract	180,000	180,000	180,000	-	0%
Total Funding Sources	3,562,000	3,425,453	3,584,611	(22,611)	-1%
<u>Funding Uses</u>					
Services & supplies	55,000	50,000	49,000	(6,000)	-12%
Repairs and replacement (R&R) funding	250,000	500,000	500,000	250,000	50%
Use of insurance proceeds & deductible	-	-	297,033	297,033	100%
Rust remediation	-	48,220	262,631	262,631	100%
Total Funding Uses	305,000	598,220	1,108,664	803,664	72%
<u>Non-operating Sources/ (Uses)</u>					
Ticket sales	4,345,000	4,444,674	4,213,735	131,265	3%
UCFAA rent	2,121,000	2,121,000	2,121,000	-	0%
Guaranteed royalty	1,950,000	1,900,000	1,900,000	50,000	3%
Transfers to UCFAA	(8,357,963)	(8,095,237)	(7,543,699)	(814,264)	11%
Interest income	55,000	54,108	86,795	(31,795)	-37%
Interest expense	(1,511,037)	(1,599,778)	(1,599,778)	88,741	-6%
Principal	(2,114,000)	(2,027,000)	(2,027,000)	(87,000)	4%
Pledges for taxable debt issue	-	120,000	120,000	(120,000)	-100%
Pledges for Leadership Center	255,000	255,000	253,000	2,000	1%
Total Non-operating Sources/ (Uses)	(3,257,000)	(2,827,233)	(2,475,947)	(781,053)	32%
Surplus/(Deficit)	-	-	-	-	0%

Debt Service Summary

	Annual Debt Service			Outstanding Principal	
	Principal	Interest	Total	As of 6/30/22	As of 6/30/23
Tax-exempt bonds	1,420,000	1,099,169	2,519,169	26,665,000	25,245,000
Taxable bonds	405,000	370,235	775,235	7,710,000	7,305,000
Leadership Center	289,000	41,633	330,633	1,672,000	1,383,000
Total Debt Service	2,114,000	1,511,037	3,625,037	36,047,000	33,933,000

R&R Reserve Summary

	Estimated Fiscal Year 2023 Balances			
	Beginning of Year	Reserve Funding	Estimated Expenses	End of Year
Non-recurring maintenance (R&R) Expenses	846,153	250,000	-	1,096,153
Rust remediation	-	-	-	-
Total R&R Reserve Activity	846,153	250,000	-	1,096,153



Board of Trustees
May 26, 2022

BUD-7: UCF Convocation Corporation and Spectra Management Agreement Renewal

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The purpose of this vote is to determine if the partnership between UCF and Spectra should continue via a long-term, mutually beneficial, extension. The UCF Convocation Corporation’s (UCFCC) Board of Directors approved the renewal and amended terms of the agreement with Spectra Venue Management (Spectra) on February 24, 2022. The main issues considered in arriving at a decision are:

- UCF and Spectra have enjoyed a 17-year partnership and Spectra has managed the Arena and Venue since before the buildings were constructed
- The Arena is recognized worldwide under Spectra’s management
- The amendment would come with a significant \$1M investment, paid in a lump sum payment to UCF on September 1, 2022. The Contribution shall be amortized on a straight line, monthly, non-cash basis over a twelve (12) year period beginning on September 1, 2022.
- Introducing 50% revenue share of Spectra’s Financial Incentive Fee being reallocated back to UCF in all years where agreed upon revenue threshold is met
- This extension would be a 12-year extension (September 1, 2022 – August 31, 2034)
- Base fees paid to Spectra have been reduced from current agreement
- With facilities at Miami and Florida State under Spectra’s umbrella, UCF solidifies itself as an attractive in-between stop for bigger acts doing a Florida swing for their tours
- The continuity, effectiveness, and efficiency could be significant during a time of change as UCF Athletics transitions to the Big XII Conference

Background Information:

The UCF Athletics Association (UCFAA) serves as the manager and agent of Addition Financial Arena and The Venue at UCF on behalf of the UCFCC. Spectra has provided specialized facilities services in operations and event booking that directly assists UCFAA in furthering our goals. Spectra has been a trusted partner to UCF since 2005, providing pre-opening, design consulting, and management services at the Arena and Venue. As recently as 2019, the Arena ranked in the Top 10 of campus arenas worldwide, and Top 160 Arenas worldwide for gross ticket sales. To date, Spectra is operating ahead of budget projections and on pace to finish the current fiscal year as the most successful in our history. With the current agreement between Spectra and UCF set to expire in August of 2022, the proposed amendment would provide an extension to that agreement. Along with the continuity that this extension represents, the new deal also provides a favorable fee structure, an additional scope of responsibilities for Spectra to book additional revenue generating events, a significant capital investment from Spectra to UCF, and an enhanced revenue share financial model, further benefitting UCF.



The Board is asked to evaluate for approval the agreement that UCFAA has negotiated with Spectra on the continuation of the sub-manager agreement for both Addition Financial Arena and The Venue.

Recommended Action:

Recommend approval of the extension and continue the partnership with Spectra, as outlined, beginning September 1, 2022.

Alternatives to Decision:

Continuing the partnership at the same/similar terms of a 5-year extension and decline approval, or significantly reduced, capital investment or revenue share financial model.

Fiscal Impact and Source of Funding:

- Annual management fees and incentives
- UCFCC (Arena Operations) operating funds and excess event revenues in determining incentives past agreed thresholds

Authority for Board of Trustees Action:

- Florida Statute 1004.28
- Board of Governors Regulation 9.011
- UCF Regulation 4.034

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Terry Mohajir, Vice President and Director of the UCF Athletics Association, Inc.

Supporting Documentation:

Attachment A: Contract Summary Form

Facilitators/Presenters:

Terry Mohajir, Vice President and Director, UCF Athletics Association, Inc.

Chris McFarlane, Deputy Athletics Director, External Relations & Business Development

Jordan Clark, Associate General Counsel

Trent Merritt, Regional Vice President, Spectra

Summary of Agreement

Purpose/Background	<p>The purpose of this discussion & vote is to determine whether to solidify the partnership between UCF Athletics and Spectra via a long-term, mutually beneficial, extension. Director of Athletics, Terry Mohajir, verbally agreed to the extension in January of 2022. The UCFCC Board of Directors approved the renewal and amended terms on February 24, 2022.</p> <p>Currently 17 years into the partnership, Spectra has helped lead UCF to a consistent spot amongst the Top 10 on-campus arenas worldwide. Strongly favored by our arena naming rights partner, Addition Financial, the team at Spectra has embraced the recent transition to management shifting to UCFAA and continued to thrive.</p> <p>Having evaluated all of the relevant players in this space over a handful of months, we learned that the only true competitor to Spectra would be ASM Global, and the reality is they have some real barriers in providing UCF with a first-class management structure given the close proximity of other competing facilities they also manage (Kissimmee and Jacksonville).</p> <p>Given the longevity of the relationship, their successful navigating of the hurdle of the number of internal holds on the facility, their financial and professional investment into UCF, and the strength of their continually evolving company, extending the partnership in a long-term manner via this extension seems like a win-win scenario.</p>
Parties	UCF Athletics and Spectra
Term	September 1, 2022 – August 31, 2034 (12-Year Extension) *Current agreement ends August 31, 2022*
Obligations of UCF	UCFAA serves as the manager and agent of Addition Financial Arena and The Venue.
Obligations of other party	Spectra maintains responsibility as sub-manager for the management and operation of Addition Financial Arena and The Venue, providing specialized facilities services in operations, event booking, and assisting UCFAA in furthering established goals.
Financial terms	Paid to Spectra: \$150,000 annual base management fee, plus annual cpi adjustments Financial Incentive Fee: 20% of first \$250K in excess of \$1.2M; plus, 30% of excess revenue over \$1.45M

Summary of Agreement

	<p>Qualitative Fee (Capped at \$20K): Budget, customer service, premium service, and leadership</p> <p>Paid to UCF:</p> <p>\$1,000,000 Capital Investment paid to UCF on September 1, 2022</p> <p>50% revenue share of Spectra’s Financial Incentive Fee is reallocated back to UCF in all years</p>
Termination rights	<p>If UCF were to terminate the contract early, the \$1M capital investment shall be amortized on a straight line, monthly, non-cash basis over a twelve (12) year period commencing on September 1, 2022.</p>
Additional terms	<p>Introduction of 50% revenue share model in which Spectra and UCFAA would share excess revenues related to their financial incentive fee as new benchmarks are reached.</p>
Link to agreement	<p>Proposed Management Agreement</p> <p>Proposed Management Agreement Amendment Outline and Term Sheet</p> <p>New Deal Projections and Analysis</p> <p>Letter of Recommendation from Addition Financial</p> <p>Letter of Recommendation from UCF Office of Events & Engagement</p>



Board of Trustees
May 26, 2022

FAC-2: Campus Master Plan Minor Amendment, Football Campus

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

UCF proposes a Minor Amendment (MA 2022-1) to the UCF 2020-30 Campus Master Plan (CMP) to remove Project 33 McNamara Cove and add six UCFAA Football Campus Projects. This amendment requires revisions to CMP Element 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION.

The specific changes included in this Minor Amendment are:

- On the Capital Improvements Map (Figure 10.0-1):
 - Replacement of “33 McNamara Cove” with “UCFAA Football Campus Projects”
 - Stadium South Tower
 - Football Practice Field Relocation
 - McNamara Cove
 - Nicholson Plaza, the Boulevard, & Parking Lot E2
 - Wayne Densch Sports Center Renovation
 - Stadium North Tower
- On the Schedule of Capital Projects (Figure 10.0-2):
 - Replacement of “33 McNamara Cove” with “UCFAA Football Campus Projects” (listed above), and their supporting details
- No revisions to any other element of the CMP are required.

See Attachment A for additional information, including a markup with changes in strikethrough and highlight.

Background Information:

The UCF 2020-30 Campus Master Plan was adopted by the UCF Board of Trustees on November 14, 2019. This Minor Amendment (MA2022-1) is the first proposed amendment to that plan.

Recommended Action:

Approve Minor Amendment MA2022-1 to the UCF 2020-30 Campus Master Plan.

Alternatives to Decision:

There is no alternative; the UCFAA FOOTBALL CAMPUS PROJECTS cannot proceed without an amendment to the Campus Master Plan.

Fiscal Impact and Source of Funding:

The Campus Master Plan does not include cost estimates for projects, it is a visionary plan based on project needs. This CMP Minor Amendment does not trigger any funding requirements, it is simply a modification to our Campus Master Plan. Funding information and approvals for the project will be presented as separate board items.

Authority for Board of Trustees Action:

Amendments to campus master plans are governed by Florida Statute 1013.30(9). If a proposed amendment does not exceed any of the thresholds in the statute, it is considered a minor amendment and requires only adoption by the University Board of Trustees. These thresholds are:

- (a) Increase density or intensity of use of land on the campus by more than ten percent;
- (b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent;
- (c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

These projects do not trip any of the above thresholds, see Attachment A for additional details.

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Jonathan Varnell, Vice President for Facilities and Business Operations

Supporting Documentation:

Attachment A - MA 2022-1, a proposed Minor Amendment to the UCF 2020-30 Campus Master Plan.

Facilitators/Presenters:

Jonathan Varnell

Bill Martin, Senior Director for Facilities Planning and Construction



UNIVERSITY OF CENTRAL FLORIDA

Minor Amendment (MA 2022-1) to the 2020-30 Campus Master Plan

Add UCFAA Football Campus Projects

- Stadium South Tower (Bldg. #135 addition)
- Football Practice Field Relocation
- McNamara Cove (New Bldg. #363)
- Parking and Plaza Expansion
- Wayne Densch Sports Center Renovation (Bldg. #077)
- Stadium North Tower (Bldg. #135 addition)

MINOR AMENDMENT MA 2022-1

MINOR AMENDMENT

UCF proposes a Minor Amendment (MA 2022-1) to the UCF 2020-30 Campus Master Plan (CMP) to revise Project 33 McNAMARA COVE to become six UCFAA FOOTBALL CAMPUS PROJECTS.

- STADIUM SOUTH TOWER – Addition to Building #135 - Multi-story football office building and club/lounge/restaurant, with replacement of 4,600 bleacher seats with 1,050 Loge seats
- FOOTBALL PRACTICE FIELD RELOCATION - Site improvement to clear a site for McNamara Cove at the SW corner of the Stadium
- McNAMARA COVE - McNamara Cove was included on the 2020-30 CMP, but its scope has changed. This new facility (Bldg. #363) will be located in a different site from that shown in the 2020-30 CMP
- PARKING AND PLAZA EXPANSION - Site improvements, including Nicholson Plaza, the Boulevard, and the expansion of Parking Lot E2
- WAYNE DENSCH SPORTS CENTER RENOVATION - Renovation/Remodeling of existing building #077
- STADIUM NORTH TOWER - Addition to Building #135 of 5,000 student bleacher seats and a new upper level concourse

STATUTORY THRESHOLDS

Please find below the three statutory thresholds, under Florida Statute 1013.30, that define an amendment as major vs. minor; and the university response to each threshold demonstrating that MA 2022-1 is a minor amendment to the campus master plan.

F.S.1013.30(9) An amendment to a campus master plan must be reviewed and adopted under subsections (6)-(8)¹ if such amendment, alone or in conjunction with other amendments, would:

a) Increase density or intensity of use of land on the campus by more than ten percent;

University Response:

- STADIUM SOUTH TOWER and NORTH TOWER will renovate the south end and add seats to the north end of the existing stadium. Over the years, stadium upgrades have provided Knights fans with more amenities, but reduced the stadium capacity from the original 2007 quantity of 46,983 seats to 45,040 seats. The construction of both proposed towers will add fewer than 1,500 seats, and increase the stadium capacity to 46,490 seats. This increased capacity is less than the original stadium capacity.
- FOOTBALL PRACTICE FIELD RELOCATION – A new practice field will be rebuilt east of practice field #2. Then practice field #1 will be removed to create a site for McNamara Cove
- McNAMARA COVE will be developed on the site from which practice field #1 was relocated.
- PARKING AND PLAZA EXPANSION includes a Boulevard leading to the new Nicholson Plaza, and the enlargement of Parking Lot E2, and will be will be developed on the site from which practice field #1 was relocated.
- WAYNE DENSCH SPORTS CENTER RENOVATION will be renovated within its existing

¹ F.S.1013.30(6-8) describes the lengthy and complicated process required to adopt a Campus Master Plan or Campus Master Plan Update.

MINOR AMENDMENT MA 2022-1

footprint.

These projects will not increase the density or intensity of use of land on the campus by more than ten percent.

(b) Decrease the amount of natural areas, open space, or buffers on the campus by more than ten percent:

University Response:

None of the projects, alone or in combination, decrease the amount of natural areas, open space, or buffers in any way. These projects are sited on developed land, not in undeveloped natural areas, open space, or buffers.

(c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response:

None of the projects, alone or in combination, will rearrange land uses in any way. The existing Land Use is and will remain Recreation & Open Space.

CHANGES TO THE CMP

MA 2022-1 requires the following revisions to element 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION:

- Revise Figure 10.0-1 Capital Improvements Map
Change from project 33 McNAMARA COVE to 33 UCFAA FOOTBALL CAMPUS PROJECTS
- Revise Figure 10.1-2 Main Campus 10-year Schedule of Capital Projects (SCP)
Change from project 33 McNAMARA COVE to 33 UCFAA FOOTBALL CAMPUS PROJECTS

No revision to any other element of the CMP will be required.

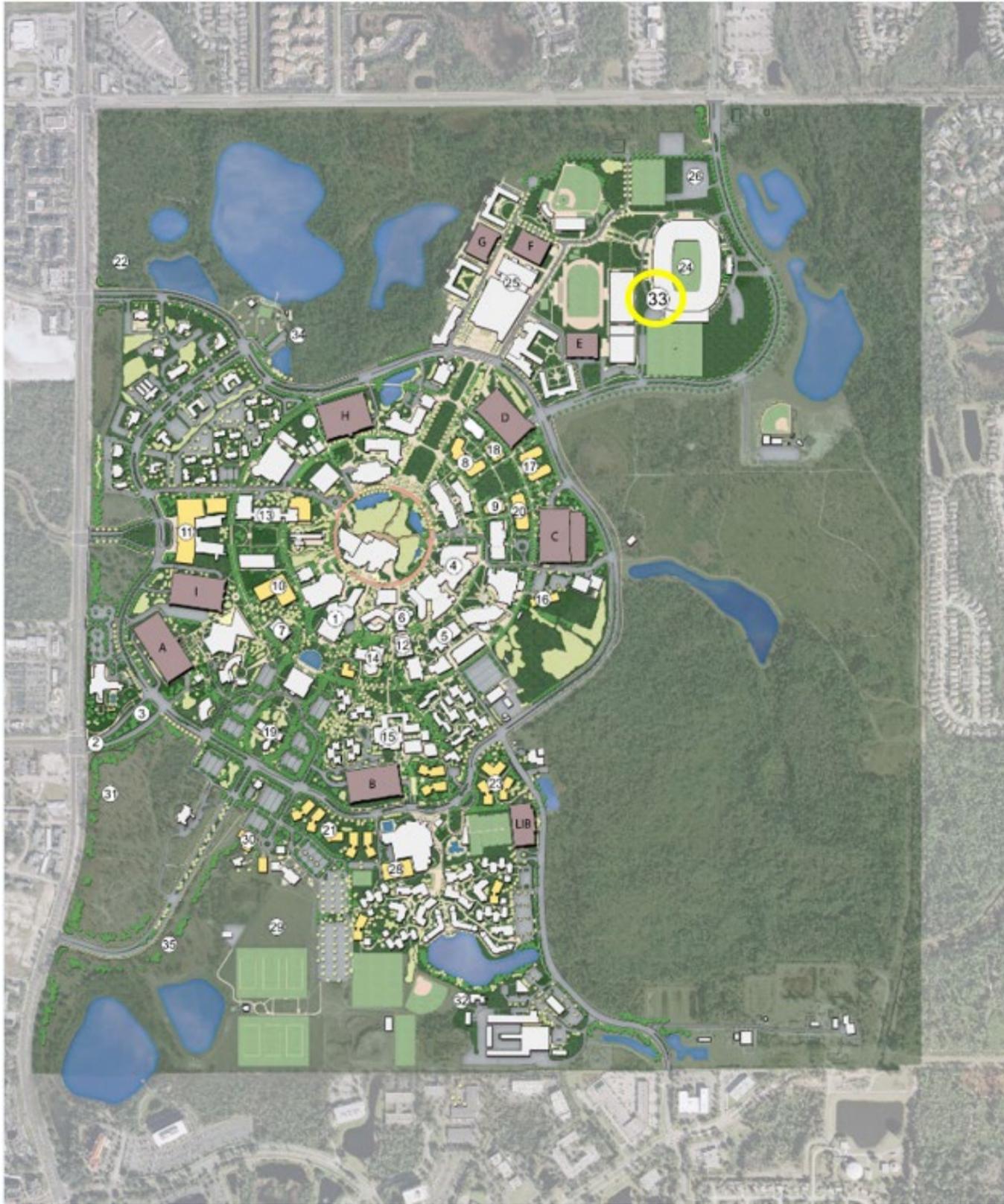
REPLACEMENT MAPS AND CHARTS

Figure 10.0-1 Capital Improvements Map

Figure 10.0-2 Main Campus 10-Year Schedule of Capital Projects (SCP), page 2

Figure 10.0-1 Capital Improvements Map

Revised by Minor Amendment MA2022-2 (May 2022)



10-Year Schedule of Capital Projects (Main Campus)

1. John C. Hitt Library Renovation Ph. II
2. Campus Entryways – Phase I
3. Campus Entryways – Phase II
4. Engineering Building Renovation
5. Biological Sciences Renovation
6. Theatre Building Renovation - HVAC
7. Howard Phillips Hall Renovation
8. Learning Laboratory
9. Research II
10. Wet Teaching Lab And Expanded STEM Facility
11. Performing Arts Complex Phase I
12. Chemistry Renovation
13. Visual Arts Renovation & Expansion
14. Mathematical Sciences Renovation
15. Ferrell Commons E&G Space Renovation
16. Arboretum, Urban Ecology, & Sustainability Center
17. Classroom Building III
18. Simulation and Training Building
19. Welcome Center Expansion
20. Research III
21. Dining, Housing, Residence Life Facility
22. Special Purpose Housing
23. Graduate Housing
24. Spectrum Stadium Steel Re-Coating
25. Basketball Excellence Center
26. Soccer Stadium
27. Tennis Complex (location TBD)
28. Recreation & Wellness Center Phase III
29. RWC Park Phase IV
30. Creative School for Children
31. Intercept Garage
32. Environmental Health & Safety Support Facility
33. McNamara Cove
 - 33. UCFAA Football Campus Projects
 - Stadium South Tower
 - Football Practice Field Relocation
 - McNamara Cove
 - Parking and Plaza Expansion
 - Wayne Densch Sports Center Renovation
 - Stadium North Tower
34. Lake Claire Recreation Area Expansion
35. UCF Cross-Campus Bike Trail



10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION

Revised Figures 10.0-1 and 10.0-2

Figure 10.0-2 Main Campus 10-Year Schedule of Capital Projects (SCP)

MAP KEY	SCP 2020-30 For variables (Priority, Projected Cost, Timing), see the annually-updated 5-YEAR CAPITAL IMPROVEMENTS PLAN (CIP)	BUIDING #	OTHER NAMES (AKA)	COLLEGE OR DIVISION REQUESTING	PROJECT TYPE	EXISTING GSF	RENOVATION SF	NEW CONSTR. SF	PROJECT SCOPE	2020 CIP Fund /Priority	2015 EPS Proj. #
MAIN CAMPUS 10-YEAR PROJECTED PROJECTS											
1	JOHN C. HITT LIBRARY RENOVATION PH. II	002		IT&R	Renovation 5 Phases	226,506	226,506		Renovate 5 Floors for efficient/flexible interiors, more seating, study, special collections/archives, and technology workstations. Digital Initiatives Center.	CITF / 1	5
2	CAMPUS ENTRYWAYS – PHASE I			2016 CDA	Roadway				University & Alafaya Gateway - improve roads, sidewalks, landing pads, signage, landscape	State / 1 NonState	
3	CAMPUS ENTRYWAYS – PHASE II			2016 CDA	Roadway				Remaining Items from CDA	State / 2 NonState	
35	UCF CROSS-CAMPUS BIKE TRAIL		Innovation Way Trail / East Orange Trail						On-campus bike trail linking the existing trail systems of Orange and Seminole Counties		
4	ENGINEERING BUILDING RENOVATION	040		CECS	Renovation	130,885	TBD		Total Renovation	PECO / 1	
5	BIOLOGICAL SCIENCES RENOVATION	020		COS	Renovation	116,607	116,607		Total Renovation	PECO / 4	
6	THEATRE BUILDING RENOVATION – HVAC	006		CAH	Renovation	29,469	TBD		HVAC	PECO / 5	
7	HOWARD PHILLIPS HALL RENOVATION	014		Campus	Renovation	64,619	64,619		Total Renovation	PECO / 6	
8	LEARNING LABORATORY Active Learning, Teaching Lab, & Maker Space Facility			COS, CCIE, CECS, COM	New Building			150,000	Multidisciplinary Classroom and Teaching Lab facility for several colleges		Spot Survey
9	RESEARCH II Science, Engineering, & Commercialization Facility		Research II	COS, CECS, CREOL, ORC	New Building			138,000	Multidisciplinary Research Facility to serve several colleges		16
10	WET TEACHING LAB AND EXPANDED STEM FACILITY (Classroom Lab Building)			COM / BSBS	New Building			240,950	Facility to provide wet/prep labs for several programs, study space, offices, and a lecture hall.		
11	PERFORMING ARTS COMPLEX PH. II	119	Arts Complex Ph. I (Performance)	CAH	Addition	83,670	3,000	122,800	Flexible Performance Space, configurable into 4 venues, including Proscenium Theatre and Concert Hall. The facility includes assembly and production support, as well as storage.		7
12	CHEMISTRY RENOVATION	005		COS	Renovation	49,073	49,073		Total Renovation		10
13	VISUAL ARTS RENOVATION & EXPANSION	051		CAH	Renovation	85,000	85,000	TBD	Total Renovation and Expansion		12/13
14	MATHEMATICAL SCIENCES RENOVATION	012	Math Sciences Building Remodeling & Renovation	COS	Renovation	106,523	106,523		Total Renovation		
15	FERRELL COMMONS E&G SPACE RENOVATION	007		Campus	Renovation	93,860	~28,000		Total Renovation of E&G space (100% of 7B, 7F, 7G, 90% of 7C, 50% of 7E.)		
16	ARBORETUM, URBAN ECOLOGY, & SUSTAINABILITY CENTER		Sustainability Center Ph. I Sustainability Center Ph. II	COS, F&S	New Building			15,000	Arboretum and Urban Ecology Center - replaces aging modular. Sustainability Center - for collaborative research in sustainability/energy.		
17	CLASSROOM BUILDING III			Campus	New Building			80,000	A state-of-the-art facility to support enhanced teaching and learning - variety of advanced-technology classrooms and multimedia facilities. Faculty offices and support spaces.		17
18	SIMULATION AND TRAINING BUILDING			CECS	New Building			60,000	Research Facility for IST, includes lab and office space for multiple disciplines in modeling, simulation and training, immersive environments and mobile learning		
19	WELCOME CENTER EXPANSION	096		Campus	Addition	18,717		11,000	Improve recruitment of top undergrad and grad students, steer students toward strategic programs, focus on under-represented populations, advise students toward timely graduation.		20
20	RESEARCH III			Campus	New Building			150,000	Future Research Facility		
21	DINING, HOUSING, RESIDENCE LIFE FACILITY			SDES	New Building			260,000	Includes student housing and meal-plan dining hall Creative School may be collocated		
22	SPECIAL PURPOSE HOUSING		Special Purpose Housing and Parking Garage	SDES	New Building			32,000	Greek Housing on ~7 ac. Greek Park Expansion		
23	GRADUATE HOUSING			SDES	New Building			150,000	Graduate Student Housing		
24	SPECTRUM STADIUM STEEL RE-COATING	135	Rust Remediation	UCFAA	Renovation	76,527			Re-coat steel structure to prevent rust	NonState	

Note: MAP KEY numbers are associated with Figure 10.0-1 Capital Improvements Map, and are not associated with project priority.

10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION

Revised Figures 10.0-1 and 10.0-2

Figure 10.0-2 Main Campus SCP (Continued)

Revised by Minor Amendment MA2022-1 (May 2022)

MAP KEY	SCP 2020-30 For variables (Priority, Projected Cost, Timing), see the annually-updated 5-YEAR CAPITAL IMPROVEMENTS PLAN (CIP)	BUILDING #	ALTERNATE or OLD PROJECT NAMES (AKA)	COLLEGE OR DIVISION REQUESTING	PROJECT TYPE	EXISTING GSF	RENOVATION SF	NEW CONSTR. SF	PROJECT SCOPE	2020 CIP Funds/Priority	2015 EPS.#
MAIN CAMPUS 10-YEAR PROJECTED PROJECTS											
25	BASKETBALL EXCELLENCE CENTER	50C	Venue Expansion and Renovation	UCFAA	Add & Reno	48,000		TBD	Renovation of The Venue. Add student-athlete team space and office space.		
26	SOCCER STADIUM & PARKING			UCFAA	New Bldg./Field			TBD	Soccer Stadium north of Spectrum Stadium		
27	TENNIS COMPLEX			UCFAA	New Bldg./Courts			7,500	Tennis Support Building and Tennis Courts (≤12)		
28	RECREATION & WELLNESS CENTER PH. III	088		SDES	Addition	156,111		50,000	Addition the Recreation and Wellness Facility		
29	RWC PARK PHASE IV			SDES	New Bldg./Fields			TBD	Entrance Element and Field Improvements		
30	CREATIVE SCHOOL FOR CHILDREN	Replace 24		Auxiliary	New Building			18,000	New Creative School to support 170 UCF families (increase of 40 families).		
31	INTERCEPT GARAGE		Parking Garage VII	Parking	New Garage			TBD	Intercept Garage at University & Alafaya		
32	ENVIRONMENTAL HEALTH AND SAFETY SUPPORT FACILITY	48A		Support	New Building			4,000	Facility to centralize specialty material receiving, storage, and distribution		
33	McNAMARA COVE		Recovery Cove	UCFAA	New Facility			1.5 ac.	Lazy River (recovery, rehab, and fun), zero-entry pool, volleyball pool, gathering plaza, sand volleyball, putting, bocce, support buildings (food, dressing, restrooms, etc.)		
33	UCFAA FOOTBALL CAMPUS PROJECTS	Project #33 includes six projects on the UCFAA Football Campus									
	• Stadium South Tower	135			Addition				Multistory addition to add FB offices, a Club/Lounge, Loge Seats		
	• Football Practice Field Relocation				Sitework				FB Practice Field #1 moves from west to east of FB Practice Field #2		
	• McNamara Cove (new site)	363			New Facility				New site for "Recovery River," plunge pool, plaza, support buildings		
	• Parking and Plaza Expansion				Sitework				Includes Nicholson Plaza, The Boulevard, Expansion of Lot E-2		
	• Wayne Densch Sports Center Renovation	077			Renovation				Total renovation/remodeling of WDSC		
	• Stadium North Tower	135			Addition				Addition of 5,000 student seats and a new upper-level concourse		
34	LAKE CLAIRE RECREATION AREA EXPANSION	0334		SDES	Addition & Reno				Expand Boathouse (0334), Improve Parking Lot		

Figure 10.0-3 Satellite Campuses 10-Year Schedule of Capital Projects (SCP)

Revised MAY 2022⁴

Note: Figure 10.0-1 Capital Improvements Map does not include Satellite Campus projects

Campus	SATELLITE CAMPUSES 10-YEAR PROJECTED PROJECTS										
DT	UCF COMMUNICATION AND MEDIA BUILDING - EXTERIOR	0906	Center for Emerging Media		Renovation	130,000	Ext				PECO / 3
DT	DOWNTOWN CAMPUS BUILDING II				New Building						
DT	DOWNTOWN CAMPUS PARKING GARAGE II				New Garage						
DT	DOWNTOWN CAMPUS PHASE III				New Building						
DT	DOWNTOWN CAMPUS PHASE IV				New Building						
RCHM	ROSEN GARAGE			Parking	New Garage						
AHSC	COLLEGE OF NURSING AND HEALTH SCIENCES BUILDING		College of Nursing & Allied Health	CHPS	New Building			150,000	New academic home for College of Nursing (~100,000 GSF). Additional space for other CHPS Units. (TBD)	NonState	15
AHSC	HEALTH SCIENCES PARKING GARAGE			Parking	New Garage			160,000	New Parking Garage to support Lake Nona Campus		
AHSC	UTILITIES INFRASTRUCTURE/SITWORK – CLINICAL FACILITIES		Infrastructure and Sitework Lake Nona Clinical Facilities		Infrastructure			3,400LF			
AHSC	BURNETT BIO-MEDICAL SCIENCE CENTER INFRASTRUCTURE				Infrastructure			150,000			
AHSC	INSTITUTE FOR HOSPITALITY IN HEALTHCARE			COM/RCHM	New Building			150,000			
Cocoa B.	FLORIDA SOLAR ENERGY CENTER RENOVATION	Many ⁵	FSEC		Renovation	14,418	TBD			PECO / 2	
Melbourne B.	MARINE TURTLE & COASTAL RESEARCH STATION		Coastal Biology Station	COS	New Buildings			9,500			19

⁵ FSEC has 18 buildings numbered between #1910 and #1950



Board of Trustees
May 26, 2022

FAC-3: Football Campus – Design Approval

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Approve the use of up to \$4,800,000 in funding to start the design phase of the Football Campus projects. Upon approval, the university will advertise for design team selection. The Football Campus projects consist of:

- Football stadium south tower
- Relocation of east football practice field
- McNamara Cove
- Parking Lot E2 expansion and enhancement
- Wayne Densch Sports Center Renovation
- Football stadium north seating deck and concourse

Background Information:

Athletics has developed the Football Campus conceptual plan that was presented to the Board in August 2021. This plan addresses the creation of revenue generation opportunities and operational needs associated with the football stadium and intercollegiate football program and other sport programs. Please see building program titled “UCFAA Football Campus Projects”

Recommended Action:

Approve the use of up to \$4,800,000 in funding for design and preconstruction services.

Alternatives to Decision:

Alternatives include:

- 1) Approving a reduced amount, which may require a reduction in design or preconstruction services
- 2) Rejecting this item, which will not allow the project to proceed into design

Fiscal Impact and Source of Funding:

Private donations and DSO revenue sources will fund all design and construction. Commitments will not exceed available resources.

Authority for Board of Trustees Action:

BOG Regulation 14.006 “Building Program and Fixed Capital Outlay Legislative Budget Request Procedures” states:

- “The university president shall have the responsibility for the building program review and approval to assure compatibility with the institution’s approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as



the basic planning documents for development of plans and specifications for construction.”

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Terry Mohajir, Vice President and Director of Athletics

David Hansen, Sr. Executive Associate Athletics Director/COO, UCFAA

Supporting Documentation:

Attachment A: Building Program – UCFAA Football Campus Projects

Attachment B: Capital Projects Funding Certification Form

Facilitators/Presenters:

Jon Varnell, Vice President for Facilities and Business Operations

Terry Mohajir, Vice President and Director of Athletics



UNIVERSITY OF CENTRAL FLORIDA

UCFAA Football Campus Projects

- Stadium South Tower (Bldg. #135 addition)
- Football Practice Field Relocation
- McNamara Cove (New Bldg. #363)
- Parking and Plaza Expansion
- Wayne Densch Sports Center Renovation (Bldg. #077)
- Stadium North Tower (Bldg. #135 addition)

Building Program

This program has been prepared in response to Facilities Planning & Construction Building Program Policy (FSP 2021 FS0025), not to Board of Governors Regulation 14.006.

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APPENDIX

 UCF Stadium – BOT Actions

 UCF Stadium Capacity 2022

 Estimate of Probable Cost

BUILDING PROGRAM CONTRIBUTORS & REVIEWERS

Material for the UCFAA Football Campus Projects Building Program was received from the following contributors and reviewers. Their contributions, or corrections if provided, were incorporated into the document by Facilities Planning and Construction.

UCF Athletics Association

- Terry Mohajir, *Vice President & Director of Athletics*
- David Hansen, *Executive Associate Athletics Director, COO*
- Brian Barton, *Senior Associate AD, Capital Projects, Facility & Event Management*

UCF Administration

- Gerald Hector, *Senior Vice President for Administration and Finance*
- Jon Varnell, *Vice President for Facilities and Business Operations*

Subject Matter Experts

- Bill Martin, *Facilities Planning and Construction (FPC)*
- Susan B. Hutson, *FPC*
- Troy Jarvis, *UCF IT*
- Lauren Morris, *Landscape & Natural Resources (LNR)*
- Anand “Andy” Rampersad, *Parking and Transportation*
- Curt Wade, *Utilities and Energy Services (UES)*
- Amanda Lindsey, *UES*
- Christy Miranda-Perez, *Space Administration (SPAD)*
- Roy Johnston, *UCF Building Code Official*

PROJECT REQUEST, RECOMMENDATION, & APPROVAL

REQUEST

The UCF Athletics Association (UCFAA) requests that Dr. Cartwright approve the UCFAA Football Campus Projects; and confirms that the facilities described in this Building Program will continue to be developed to align with the space, functional, and operational needs of UCFAA.

Terry Mohajir

Digitally signed by Terry Mohajir
Date: 2022.04.22 09:44:28 -04'00'

Mr. Terry Mohajir, *Vice President and Director of Athletics*

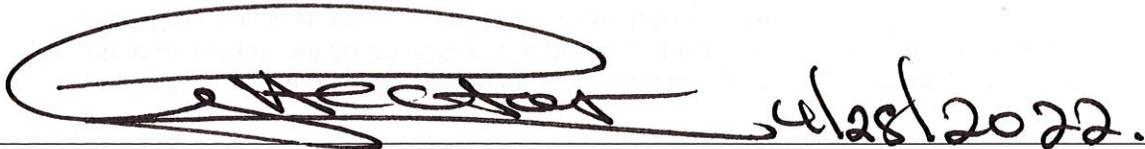
RECOMMENDATION

I recommend proceeding with the UCFAA Football Campus Projects, provided that any outstanding issues identified in the Building Program or discovered during design, or required by governing regulations or statutes, will be addressed prior to the start of construction of the project; including, but not limited to: concurrency issues, permit issues, procedural steps to be taken, funding issues to be resolved, and code issues to be resolved.

Jonathan Varnell

Digitally signed by Jonathan Varnell
Date: 2022.04.26 10:27:08 -04'00'

Mr. Jonathan Varnell, *Vice President for Facilities and Business Operations*



A handwritten signature in black ink, appearing to read "Gerald Hector", followed by the date "4/28/2022".

Mr. Gerald Hector, *Senior Vice President for Administration and Finance*

APPROVAL

I have reviewed this Building Program for compatibility with University's approved strategic plan, campus master plan, educational plant survey, and with space utilization criteria. I approve these UCFAA Football Campus Projects to move forward.



A handwritten signature in red ink, appearing to read "Alex Cartwright".

4/29/2022

Dr. Alexander Cartwright, *President of the University of Central Florida*

1.0 BUILDING PROGRAM

Chapter 1 describes the need for a building program, and general requirements of the building program per BOG Regulation 14.006 and UCF

The intent of a building program is to define a project's high-level objectives, campus impacts. And concurrency needs. Building Programs (BP) are a requirement of the Board of Governors in accordance with SUS Board of Governors regulation *14.006 Building Program and Fixed Capital Outlay Legislative Budget Request*.

BOG 14.006 does not require a Building Program for these UCFAA Football Campus Projects; however, Facilities and Safety Building Program Policy FSP 2021 FS0025 (9/22/21) requires BPs for all Capital Projects.

FPC Building Programs:

- Follow the same format as those prepared according to BOG 14.006.
- Document ways in which the project is consistent and compatible with the university strategic plan, academic plan (if applicable), campus master plan, educational plant survey (if applicable), and space criteria.
- Include the project budget and the building codes applicable to the project.

BOARD OF GOVERNORS REQUIREMENTS

BOG regulation *14.006, Building Program and Fixed Capital Outlay Legislative Budget Request Procedures*,¹ is included here in its entirety.

(1) The university is responsible for the preparation of the building program. The program shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.

(2) The university president shall have the responsibility for the building program review and approval to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction.

(3) All projects requested by a university for inclusion on the PECO-eligible priority list must have an educational plant survey recommendation.

(4) Proposals for fixed capital outlay projects to be funded by Capital Improvement Fees² shall be prepared by the university, and submitted to the Board of Governors. Each proposed project shall be approved by the university president after consultation with the student government association. For the purpose of this regulation, "consultation" is defined as an ongoing dialogue with the student body president prior to developing the university proposal. An attachment containing any objections and alternatives, and stating that both the university president and the student government association have reviewed the project proposals, shall be included in the proposal.

(5) Each university board of trustees will submit to the Chancellor's Office a Fixed Capital Outlay Legislative Budget Request. Such requests shall be made in accordance with the fiscal policy guidelines, formats, instructions and schedule provided by the Chancellor.

¹ Authority: Section 7(d), Art. IX, Fla. Const., History—Formerly 6C-14.0025, 1-24-89, Amended 1-13-99, Amended and Renumbered as 14.0025, 3-27-08, Amended 11-21-13, Amended and Renumbered as 14.006 5-5-20.

² Capital Improvement Trust Fund fees are also known as CITF.

UCF REQUIREMENTS

In addition to BOG requirements, UCF follows an internal checklist of requirements for Capital Projects.

UCF Steps taken or still needed

More information

The project is on the Campus Master Plan	See Chapters 4.0 and 8.0 for Next Steps to add Projects to the Campus Master Plan
The project is on the Educational Plant Survey	UCFAA Projects do not need to be included on the EPS, see Chapter 5.0
The project is on the Capital Improvement Plan (CIP)	See Chapter 4.0 for Next Steps
The project has BOT Individual Project Approval	See Chapter 4.0 for Next Steps
The project has a completed Certification of Funding Form	See Chapter 4.0 for Next Steps
The project has Fixed Capital Outlay Budget (FCO) approval	UCFAA Projects do not require FCO approval ³

³ BOG Regulation *14.003 Fixed Capital Outlay Projects - University Budgeting Procedures* excludes projects acquired, constructed and owned by a Direct Support Organization – these are included in the BOG *Debt Management Guidelines* https://www.flbog.edu/wp-content/uploads/Debt-Management-Guidelines_FINAL-3.23.21.pdf

2.0 PROJECT OVERVIEW

Chapter 2 provides general information about the project.



FOOTBALL CAMPUS PROJECTS

In September 2021 UCF was invited to join the Big 12 Conference, a move that will raise the university's national profile and expand opportunities for our student-athletes to compete at the highest level of intercollegiate athletics. The UCF Board of Trustees voted unanimously to accept the invitation.

Providing world-class athletics facilities will sustain UCF's commitment to deliver a top-25 athletics program and recruit and retain elite student-athletes and coaches.

The six proposed UCFAA Football Campus Projects include:

1. STADIUM SOUTH TOWER (Addition to Bldg. #135)

From 1979 to 2006, the Knights played their home football games at the Citrus Bowl in downtown Orlando. In December 2005, the UCF Board of Trustees approved the construction of the new on-campus stadium. The first game was held September 15, 2007 against the Texas Longhorns.

The stadium opened with a manifested seating capacity of 45,301. A number of enhancements have been made since its opening including the addition of the Carl Black & Gold Cabana, Stadium Club, loge boxes and field cabanas in each end zone. The stadium's current seating capacity is 45,040.



The proposed SOUTH TOWER will provide:

Offices

The building occupants will be the UCF football coaches and staff, whose offices and workspace will be relocated from the Wayne Densch Sports Center (Bldg. 77). The South Tower will provide spaces such as staff offices, conference rooms, team meeting room, a coaches' locker room, a video studio, a "Coaches' Deck" overlooking the stadium, balconies overlooking the practice fields, and an elevated walkway to a new Film Tower located between the two Football Practice Fields.

Club Lounge

A Club Lounge will be constructed to serve the newly created loge seating. This space will include a restaurant and bar, event space, restrooms, and applicable back-of-house facilities (kitchens, serveries, etc.). It will serve as one of the key stadium premium spaces on football games days as well as have the ability to host special events and be programmed on a daily basis.



Loge Seating, Club, and Galaxy Club

Galaxy / Big XII Founders Club

Located on the top level of the South Tower, this space will serve as an upscale hospitality area for Big XII Founders level donors and major corporate sponsors on game day as well as a unique area for alumni, Varsity Knights and donor stewardship and cultivation. Growing national trend for executive leadership level donors and sponsors.



Galaxy Club

Loge Seating⁴

In the south end zone of the main seating bowl approximately 4,600 bench seats will be converted to 1,050 “Loge” seats with access to the Club Lounge. The new Loge seating may include such features as table tops, theater-style chairs, personal storage, charging stations, and video screens; and will span across current Stadium Sections 201, 202 and 236, plus an overbuild of Sections 203, 204, 234 and 235.

2. FOOTBALL PRACTICE FIELD RELOCATION

In 2005, UCF built two of three planned Football Practice Fields south of the current UCF Stadium. At that time, all three field sites were permitted as impermeable surfaces⁵ with the St. Johns River Water Management District (SJRWMD).

UCFAA proposes to build a new Football Practice Field east of Football Practice Field #2 and remove Football Practice Field #1 to clear a generous site for the construction of McNamara Cove and the enlargement of Parking Lot E2.

Construction will include a complete renovation of current field #1 and a new observation and video tower between the fields with an elevated walkway connecting to the SOUTH TOWER. It is also anticipated that all field lighting will be upgraded to LED.



3. McNAMARA COVE (New Bldg. #363)

The location for McNamara Cove has changed since its inception. It was originally planned for the southeast corner of the UCF Football Stadium; but to situate the facility more centrally within the Football Campus has been re-sited southwest of the stadium across from the Roth Athletics Center (RAC).

On September 19, 2019, the UCF Board of Trustees approved the naming of McNamara Cove, to acknowledge the generosity of UCF graduates Thomas J. '88 and Stacey L. '89 McNamara. UCF held a groundbreaking ceremony on November 2, 2019.

The facility concept includes an elongated resistance pool to be known as the “Recovery River”, cold and hot plunge pools, patios and decks, shade structures, and service buildings such as:

- Cove Picnic Pavilion (Bldg. #363A)
- Cove Restroom Pavilion (Bldg. #363B)
- Cove Pump House (Bldg. #363C)



⁴ Buildings with exposed structure should utilize galvanized steel to avoid corrosion and the significant maintenance costs related to rust remediation from exposed painted steel

⁵ Rain and irrigation water cannot percolate into the soils on a football field that has a subsurface drainage system connected to the storm sewer, therefore the fields are considered impervious surfaces.

4. PARKING AND PLAZA EXPANSION

In 2007, UCF unveiled the “Charging Knight” by artist Don Reynolds, as the focal point of a plaza that leads fans from Knight’s Victory Way, northwest of the Stadium, to Gates 2, 3, 4, 5, and Roth Tower (see images).



Parking and Plaza Expansion includes:

THE BOULEVARD

Similarly, the BOULEVARD will channel fans arriving from southwest of the Stadium to the new NICHOLSON PLAZA.

NICHOLSON PLAZA

The new NICHOLSON PLAZA will be a football "Town Square" adjacent to McNamara Cove and stadium gate 17. This enhanced space will serve as another major stadium entry and exit point.

PARKING LOT E2 EXPANSION

Existing Permit Parking Lot E2, east of the WDSC and RAC, will be reconstructed and enlarged to create a premium parking and gameday tailgating area and serve as a prominent entry to the stadium, cove, and RAC and may feature a sculpture or water feature and a sand volleyball court.

On non-gamedays, Lot E2 will continue to provide permit parking for WDSC, RAC, and other UCFAA facilities.



5. WAYNE DENSCH SPORTS CENTER RENOVATION (WDSC Bldg. #77)

Following the relocation of football staff offices and work space to the South Tower the WDSC will undergo an extensive renovation. Work will be done throughout the building (which opened in 2004) to include substantial enhancements and expansion of the following spaces: sports medicine and sports performance headquarters, football team locker room and players’ lounge, and student-

athlete meeting space. Special attention will be paid to modernizing and properly branding all spaces.

6. STADIUM NORTH TOWER (Addition to Bldg. #135)

New Upper Concourse & Seating Deck⁶

Two identical-sized seating decks are planned for the north end zone of the stadium. A new concourse, which will include restrooms and concessions, will be constructed beneath the seating and surround the current video board structure to connect the two seating areas. Approximately 5,000 seats will be provided by the project.

STADIUM OVERALL SEATING CHANGE

The UCF Football Stadium was added to the 2005-2015 Campus Master Plan (adopted 11/30/2004) by a major amendment adopted on 11/9/2005 in accordance with Florida Statue 1013.30 (7) and (8). At that time, the Stadium was intended to seat 48,000 fans.

The stadium opened with a manifested seating capacity of 45,301. A number of enhancements have been made since its opening, including the addition of the Carl Black & Gold Cabana, Stadium Club, loge boxes, and field cabanas in each end zone. The stadium's current seating capacity is 45,040

- The SOUTH TOWER will replace approximately 4,600 bench seats with approximately 1,150 Loge seats.
- The NORTH TOWER will add approximately 5,000 new student bench seats.

The construction of both the SOUTH and NORTH TOWERS will increase the total capacity from 45,040 to approximately 46,490.

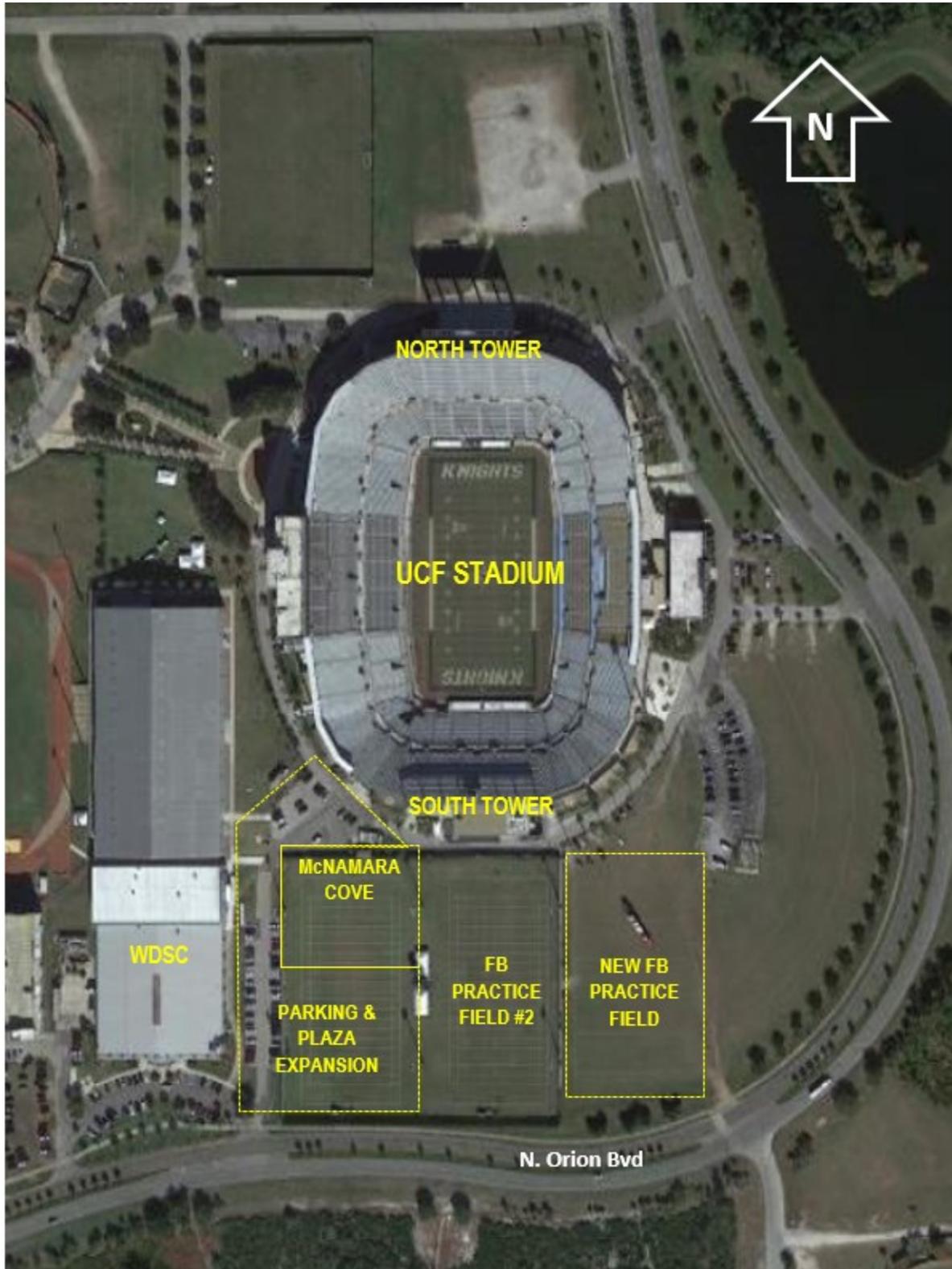
The proposed projects represent a capacity increase of 3.22%.

⁶ Buildings with exposed structure should utilize galvanized steel to avoid corrosion and the significant maintenance costs related to rust remediation from exposed painted steel

3.0 SITE & UTILITIES

Chapter 3 provides specific information about the project site, utilities, services and issues.

PROPOSED SITE



ROADS, PARKING & TRANSIT ANALYSIS

Roads: Kenneth G. Dixon Athletics Village is served by North Orion Boulevard, which wraps around the south and east sides of the stadium. Included in the Village are the UCF Football Stadium, Wayne Densch Sports Center (077), Roth Athletics Center (165), Nicholson Fieldhouse (128), and Wayne Densch Center for Student Athlete Leadership (136). The new McNamara Cove will also be served by North Orion Boulevard.

A fire lane surrounds the Stadium; and will be maintained during and after these projects are completed. It has two emergency entrances into the Concourse at Gate 10 (Northeast) and Gate 17 (Southwest).

Parking: Permit Parking (workday)
The following parking serves the Wayne Densch Sports Center (WDSC 077), Roth Athletics Center (RAC 165), Nicholson Fieldhouse (NFH 128), UCF Stadium (135), and Wayne Densch Center for Student Athlete Leadership (CSAL 136):

- Lot E1, south of WDSC (077) - 56 spaces
- Lot E2, east of WDSC (077) and RAC (165) - 59 spaces
- (Lot E2-A)⁷, on the apron at Stadium Gate 17 - 12 spaces
- Lot E6, southeast of WDCSAL (136) - 46 spaces⁸
- (Lot E7)⁹ near Stadium Gate 5 - 24 spaces
- Faculty/Staff parking in Garage E - 80 spaces

Gameday Pay Parking

- Gold Zone passholders have access to the closest parking to the UCF Stadium. Gold Zone parking is reserved for members of the Golden Knights Club, credentialed media, stadium operations personnel, patrons with disabilities, and selected others; and requires a minimum annual gift of \$400 to \$3,750.
 - Gold Zone is located in Garages C (upper levels), D and F
 - Gold Zone is also located in Lots C-2, C-3, D-1, D-2, E-3, E-6 (ADA), E-8 and at Baseball and Softball.
 - ADA parking for Gold Zone passholders is located in lot E-6, east of the Stadium at Gates 13 and 14.
 - The proposed Tailgating Lot (expansion of Lot E-2) will require a special fan membership, to be determined. Lot E-2 is not currently used for Gold Zone parking.
 - RV parking requires an additional \$500 gift.
- Garage H provides \$20 game-day parking (donations support UCF's First-Generation Scholarship Fund.) Garage H also accommodates vehicles displaying SGA-provided parking passes and credentialed staff with Garage H permits.

Gameday Free Parking

- Free General Gameday parking is provided in more remote campus locations including:
 - Garages A, B, and I
 - Parking lots B-1, B-2, B-3, B-5, B-7, B-9, B-10, B-11, B-12, H-3,

⁷ This lot is informally known as E2-A for a Parking Condition Assessment being performed by Facilities Planning and Construction

⁸ This lot has 46 ADA spaces for gameday but they are bagged for daily parking (non-event days).

⁹ This lot is informally known as E7 for a Parking Condition Assessment being performed by Facilities Planning and Construction

- H-4, and H-10;
 - At the Research Pavilion on Research Parkway.
- Free ADA parking is in the grade level of Garage C.
 - An ADA shuttle provides transportation from Garage C to Stadium Gate 14.
 - An ADA shuttle follows route around Apollo Circle with pick-up/drop-off stops near Garages C, D, and I, Lots C-3 and H-4, and the Reflecting Pond.
- On Gamedays, shuttles deliver fans from free parking to the Transit Station on Scorpius Dr, adjacent to Garage C, a half mile walk to the nearest stadium gate.

Related ADA Parking Cost:

These UCFAA Projects will require a study of ADA parking proximate to the UCF Football Stadium (135), Wayne Densch Sports Center (077), Roth Athletics Center (165), Nicholson Fieldhouse (128), Wayne Densch Center for Student Athlete Leadership (136), and the new McNamara Cove (363).

“Parking spaces...that serve a particular building or facility shall be located on the shortest accessible route from parking to an (accessible) entrance.”¹⁰

Transit:

UCF has sufficient shuttle services to serve the proposed increase in spectators at the UCF Stadium.

UTILITIES ANALYSIS

Concurrency:

Concurrency Management Systems require systems for monitoring and ensuring adherence to the adopted level-of-service standards, including the schedule of capital improvements and the availability of public facility capacity.

Florida Statute 163.3180 states sanitary sewer, solid waste, drainage and potable water are the only public facilities and service subject to concurrency requirements on a statewide basis.

UCF has elected to make additional public facilities and services subject to the concurrency management system under Florida Statute that include chilled water, primary electric power, stormwater, and natural gas.

Potable Water:

Potable water is provided by the university’s water treatment plant and is supplied to the campus via an underground piping system.

Reduced-pressure principle backflow preventers and meters are required on all water supplies to UCF buildings.

To maintain drinking water quality standards for water age retention, connection location shall be determined by UES.

- Capacity is available under UCF’s Consumptive Use Permit (CUP) with the St. Johns River Water Management District (SJRWMD)¹¹

¹⁰ A maximum travel distance is not specified in the Standards.

¹¹ Consumptive Use Permit (CUP)

Stormwater:

UCF’s main campus is made up of nine (9) permitted minor stormwater basins situated within four (4) major stormwater basins. Each basin has a limited stormwater runoff capacity threshold that is affected by the addition of impervious surfaces like parking lots, roads, buildings, and sidewalks.

Stormwater ponds collect runoff from built, impervious landscapes, allowing filtration of pollutants and sediment collected in the stormwater runoff to settle in the ponds before entering the natural environment. These stormwater processes protect the natural environment from the pollutants that are associated with landscape, roads, etc. as well as protect the built environment from flooding risk that is greatly enhanced by the installation of impervious surfaces.

Stormwater ponds are built to be able to accept a certain volume of stormwater runoff. Once that volume is exceeded, a new pond needs to be added or an existing pond needs to be enlarged to collect the excess volume of water.

Once a minor basin reaches capacity, a new stormwater pond must be engineered and installed to keep the campus within the state concurrency statute (f.s.163.3180 Concurrency). Permitting stormwater runoff is imperative to alleviating flooding in the built landscape.

Potential Issue:

This project site drains to the 2-H stormwater basin.

- Capacity in Basin 2-H is running low. See Impervious Surfaces.

Newer methods of stormwater collection include Low Impact Development (LID), which employs green infrastructure designs within the built environment such as rain gardens, below ground catchment systems, tree boxes, and pervious pavement and pavers. These LID options may be used to decrease impervious surface impacts.

Impervious Surfaces:

Paving that is not within a previously permitted impervious area¹² will diminish the Basin 2H impervious surface allowance, and could trigger the need for a new stormwater pond or existing pond expansion.

Potential Issue:

Fortunately, UCF previously permitted three Football Practice Fields and did not build Field #3, east of Field #2; therefore, the construction of McNamara Cove and expansion of parking lot E2 will occur on land that is already permitted as impermeable.

- For Basin 2H, only 8,166 square feet of impervious surface remain under SJRWMD Permit No 40-095-20026-158 (June 2021).

This group of projects will require a Stormwater Concurrency Review to ensure that the impervious surface added does not exceed the current stormwater pond capacity allotted by SJRWMD.

Power:

Duke Energy Florida provides primary electrical service to UCF.

- Feeder capacity is available.

Related Cost:

The Duke Energy “Contribution In Aid of Construction” (CIAC) is estimated at \$20-\$60K.¹³

¹² Harris Civil Engineers, LLC and UCF Utilities and Engineering Services (UES) maintain records of all previously permitted sites.

¹³ Rough Order of Magnitude (ROM) analysis for CHW, Power, Natural Gas, etc. by Curt Wade, Director of Utilities and Engineering Services (UES)

- Chilled Water:** General comfort cooling will be distributed to the project by the university's district chilled water loop
- Generation capacity is available.
- Related Cost: The existing chilled water distribution pipe north of RAC is undersized to serve the SOUTH TOWER.
- If the Tower utilizes refrigerant-based cooling, such as direct expansion (DX) units, there will be increased long term costs, and the project will most likely not achieve the university's sustainability targets related to energy efficiency for new construction.
- Because of the undersized line, providing chilled water is reflected in the Budget as "Premium for Chilled Water HVAC Distribution".
- Natural Gas:** TECO Peoples Gas provides natural gas service to UCF.
- TECO has adequate capacity.
- Related Cost: TECO may need infrastructure improvements (such as piping). TECO costs, estimated at \$0-\$45K¹⁴, are dependent on quantity of added vendors and if the increase requires increasing the ¾" line to the stadium.
- Sanitary Sewer:** UCF effluent runs to Iron Bridge Water Pollution Control Facility in Seminole County.
- Sewer capacity is available.
- Related Cost: A new Lift Station may be required, based on restrooms installed.¹⁵
- Development charges for wastewater cannot yet be determined.
- Related Cost: A Florida Department of Environmental Protection (FDEP) permit and a base user system development charge will be collected. The rate is subject to the Seminole County Rate Resolution publication and timing of the permit application of the project.¹⁶
- Irrigation:** The UCF irrigation system is supplied with reclaimed water from the Iron Bridge Water Treatment Facility in Seminole County.
- Irrigation capacity is available.
- Metering:** Each university and third-party commodity provided to the project shall be metered with a utility-grade revenue meter approved by the UCF Department of Utilities and Energy Services and the utility provider.
- Meters, and sub-meters serve several purposes; load profiling and research, cost allocation, calculation and verification of bills, energy auditing, identification of energy use and savings, specification tracking, contracting, measurement, and verification; operation, maintenance and power quality problem identification, and process system optimization. Accurate, properly selected, and properly installed systems are essential to these functions.
- The project budget must cover all costs associated with utility interconnection to include system development and expansion.

¹⁴ Rough Order of Magnitude (ROM) analysis for CHW, Power, Natural Gas, etc. by Curt Wade, Director of Utilities and Engineering Services (UES)

¹⁵ The current lift station is located at the southwest corner of the Stadium by the future McNamara Cove.

¹⁶ In 2019 the development charge was \$7.70 / gallon.

Telecom: The current budget includes allowances for IT scope in several lines of the budget (see Appendix):

GC Construction includes:

- Electrical (includes conduit and J-box for telecom, but no telecom cable or switches)
- Audio Visual

UCF Construction includes:

- Telecommunication (UCF IT - exterior scope - vaults, etc.)

FF&E includes:

- Telecommunication (UCF IT - interior scope - cable, faceplates, switches, etc.)

During design, UCF IT Telecommunications will provide a detailed Project Budget Statement (PBS) to be included in the Construction Cost. It will include, but not be limited to:

Construction

- Outside Infrastructure - telecom ductbank, outside plant (OSP) copper, fiber and COAX, construction trailer
- Inside Infrastructure - structured cabling, blue light phones, distributed antenna systems (DAS) and testing
- UCF IT - planning, design, & project management, technical labor, wireless surveys, and access point installation

FF&E

- Local Area Network (F&E)
- LAN Activations
- Inside Infrastructure – new telephone installations, existing phone relocates, new CATV activations

Issue:

Note: expanding over the southwest section of the stadium will impact the Video production booth and the TV truck compound. Critical infrastructure (copper and fiber) routes underground through that section of the stadium footprint. These services interconnect with the stadium and adjacent facilities.

SERVICE PROVIDERS

Police Protection: The UCF Police Department provides 24-hour service, seven days a week.

Fire Protection: The campus police coordinate all fire emergency responses via the '911' network.

- Orange County/Seminole County Fire/Rescue Station 65 is located less than a quarter of a mile north of the site.

4.0 HISTORY OF APPROVALS & NEXT STEPS

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

HISTORY OF THE UCFAA Football Campus Projects

Campus Master Plan

The UCFAA Football Campus Projects will be added to the 2020-30 Campus Master Plan by minor amendment; see Chapter 8.0.

Educational Plant Survey

No survey recommendation is required for any of these projects; see Chapter 5.0.

Five-year Capital Improvement Plan (CIP)

Several of the UCFAA Football Campus Projects have been included on past CIPs on the list of “All Proposed Debt or P3 Projects That Require Legislative Approval,” aka the Back of Bill (BoB).

- 2022-23 CIP (BOT approved June 17, 2021 and June 30, 2021) included the following UCFAA projects. The State Legislature approved these projects in 2022.
 - SPECTRUM STADIUM EXPANSION (Phase I) \$48,700,000 Increase of approximately 10,000 in seating capacity in three separate seating sections.
 - SPECTRUM STADIUM EXPANSION (Phase II) \$43,500,000 Addition of premium seating tower in southwest sector of stadium.
 - MCNAMARA COVE \$2,900,000 Located on ~1.5 acres of land immediately adjacent to the southeast corner of Spectrum Stadium, the outdoor resort-style pool facility will feature a 495 ft. x 9 ft. long river and two small activity pools. In addition, the site will include an 1,800 square ft. restroom and dressing facility (unconditioned), sand volleyball courts, and a large concrete-paver deck. Added pavilion building and additional landscaping.
 - WAYNE DENSCH SPORTS CENTER RENOVATION \$750,000 Renovation and finish upgrades to interior spaces of the building (opened in 2003) to include the reallocation of space to create more efficient staff work and dressing-room and student-athlete areas.
 - WAYNE DENSCH SPORTS CENTER ENTRY ATRIUM \$1,000,000 Expansion of building to create new formal entry to the WDSC.
- 2019 CIP (approved 2018)
 - SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E) \$16,416,900 in Year 5 (2023-24)
 - SPECTRUM STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E) \$44,905,316 in Year 5 (2023-24)
- 2018 CIP (approved 2017)
 - BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E) \$16,416,900 in Year 5 (2022-23)
 - BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE II (P,C,E) \$44,905,316 in Year 5 (2022-23)
- 2017 CIP (approved 2016)
 - BRIGHT HOUSE NETWORKS STADIUM EXPANSION AND IMPROVEMENTS PHASE I (P,C,E) \$14,790,000 in Year 1 (2017-18)

NEXT STEPS

The President must approve this Building Program

Add Projects to the Campus Master Plan

The UCFAA Football Campus Projects must be added to the UCF 2020-30 Campus Master Plan by Minor Amendment. See Chapter 8.0.

Add Projects to the Five-year Capital Improvement Plan (CIP)

The 2023-24 CIP-1 Narrative Overview will include the UCFAA Football Campus Projects on the list of “All Proposed Debt or P3 Projects for FY 2022-23 That Require Legislative Approval,” aka the Back of Bill (BoB). The projects will include revised Scopes and Budgets. The 2023-24 CIP will be submitted to the Board of Trustees for approval in May 2022.

- STADIUM SOUTH TOWER
- FOOTBALL PRACTICE FIELD RELOCATION
- MCNAMARA COVE
- PARKING AND PLAZA EXPANSION
- WAYNE DENSCH SPORTS CENTER RENOVATION
- STADIUM NORTH TOWER

Capital Projects Funding Certification Form

For authorization to spend funding for any capital project exceeding \$2 million, a Capital Projects Funding Certification Form must be signed by the University President, the Vice President submitting the item, the Chief Financial Officer, and the General Counsel, certifying that the project has been reviewed and the funding source is appropriate for the nature of the project.

- UCFAA must indicate the appropriate use of funding sources.

5.0 EDUCATIONAL PLANT SURVEY

Chapter 5 confirms compatibility with the educational plant survey in accordance with BOG 14.006 (3), if required.

CURRENT EDUCATIONAL PLANT SURVEY

The *UCF 2021-2026 Educational Plant Survey* is the current EPS. It was approved by the UCF Board of Trustees on April 22, 2021 and forwarded to the State University System of Florida Board of Governors for approval in June 2021.

ADDING A PROJECT TO THE EDUCATIONAL PLANT SURVEY

Debt or bonded projects that are created solely for Auxiliary or Direct Service Organizations (DSO) use do not count against the university's space need; therefore, none of the UCFAA Football Campus Projects need to be added to the Educational Plant Survey.

6.0 STRATEGIC PLAN

Chapter 6 indicates consistency and compatibility with the university strategic plan in accordance with BOG 14.006 (1) and (2).

STRATEGIC PLAN

UCF is in the final stages of approval for its next strategic plan, *Unleashing Potential | Becoming the University for the Future*. The plan describes a bold ten-year vision and how UCF will take intentional steps and make strategic investments to become the University for the Future. The plan illustrates areas of focus that align with strategic priorities and associated goals and metrics for the five-year time period of 2022-2027. Additionally, the plan outlines the University's planned actions and investments over the next 5 years to support the vision of becoming the University for the Future, and a Top 25 public research university by 2033.

PROJECT ALIGNMENT

Under the umbrella of innovation and sustainability, leveraging UCF's transition to the Big 12 Athletic conference to raise the institution's national profile will be a component of the university's strategic goals, metrics, and priorities over the next five years. The innovative opportunities to expand and enhance athletics facilities outlined in UCFAA Football Campus Projects benefit our student-athletes by allowing them to compete at the highest level on and off the field. Additionally, enhancing the game-day experience for our students and fans will continue to increase engagement and strengthen relationships with current and future UCF Alumni and community supporters.

7.0 ACADEMIC MASTER PLAN

Chapter 7 confirms consistency with the academic master plan in accordance with BOG 14.006 (1).

As there is no academic component in any of the UCFAA Football Campus Projects, this chapter does not apply to any project described in this Building Program.

8.0 CAMPUS MASTER PLAN

Chapter 8 confirms consistency with the facilities master plan in accordance with BOG 14.006 (1), and compatibility with the approved master plan per BOG 14.006 (2).

THE CAMPUS MASTER PLAN (CMP)

The 2020-30 Campus Master Plan, was approved by the UCF Board of Trustees on November 14, 2019. It included the following UCFAA Projects in element 10.0 Capital Improvements & Implementation, on Figure 10.0-2 Main Campus 10-Year Schedule of Capital Projects (SCP)

24	Spectrum Stadium Steel Re-Coating
25	Basketball Excellence Center
26	Soccer Stadium & Parking
27	Tennis Complex
33	McNamara Cove

Of the UCFAA Football Campus Projects described in this Building Program, only McNamara Cove was included in the 2020-30 CMP.

CONSISTENCY WITH GOALS, OBJECTIVES OR POLICIES OF THE CMP

All UCFAA Football Campus Projects will comply with applicable Goals, Objectives, and Policies in the *2020-30 Campus Master Plan*, including, but not limited to:

OBJECTIVE 1.1: Design and pursue a world-class athletics master facilities development plan.

POLICY 1.1.1: The UCF Athletics Association (UCFAA), in consultation with UCF Facilities Planning and Construction (FPC), will review and assess athletics facilities needs and prioritize future construction, enhancements, and expansion projects for competition, training, nutrition, academic, and personal development and administration.

POLICY 1.1.2: Intercollegiate Athletics facilities, projected for the 10-year planning timeframe, shall be listed on the Schedule of Capital Improvements (SCP) included in element 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION.

POLICY 1.1.3: UCFAA shall establish the priority use of intercollegiate athletics facilities.

POLICY 1.1.4: UCFAA will seek external creative assistance with conceptualizing capital projects and facilities enhancements to obtain donor support for the facilities development campaign.

POLICY 1.1.5: UCFAA will establish an annual facilities maintenance and reinvestment budget for new capital projects and existing facilities.

REVISING THE CMP

UCF must revise the 2020-30 CMP by a Minor Amendment to element 10.0 CAPITAL IMPROVEMENTS & IMPLEMENTATION, by modifying the *Capital Improvements Map* and the *10-Year Schedule of Capital Projects (SCP)* to change Project “33 McNamara Cove” to read:

- 33 UCFAA Football Campus Projects
 - Stadium South Tower (Bldg. #135)
 - Football Practice Field relocation
 - McNamara Cove (New Bldg. #363)
 - Parking and Plaza Expansion
 - Wayne Densch Sports Center Renovation (Bldg. #077)
 - Stadium North Tower (Bldg. #135)

9.0 SPACE UTILIZATION CRITERIA

Chapter 9 confirms compatibility with space utilization criteria in accordance with BOG 14.006 (2).

STATE SPACE CRITERIA

State criteria is available to guide space planning in Florida institutions of higher education and at UCF, including the State Requirements for Educational Facilities, 2014 (SREF).

- The UCFAA Football Campus Projects will be compatible with State Space Criteria.

UNIVERSITY SPACE CRITERIA

University criteria is available to guide space planning at UCF, including the UCF Space Allocation and Use Policy - August 8, 2018.

- The UCFAA Football Campus Projects will be compatible with University Space Criteria.

PROJECT-SPECIFIC SPACE CRITERIA

The concepts for these UCFAA Football Campus Projects were created by AECOM engineering, in collaboration with UCF Athletics.

- No construction documents have been prepared; and there is no concrete information about actual assignable and non-assignable space in any of these UCFAA Football Campus Projects.

SPACE TO BE RELEASED

After construction of the UCFAA Football Campus Projects, no space will be released by UCF Athletics.

10.0 PROJECT BUDGET

Chapter 10 includes the project budget per BOG 14.006(1).

FUNDING OF CAPITAL PROJECTS

Funds being considered or sought for the UCFAA Football Campus Projects include Debt (bonds or loans) and Private Donations.

BUDGET

UCF collaborated with a third-party architect and construction manager to provide an Estimate of Probable Cost for the UCFAA Football Campus Projects. The Estimate, summarized here, includes design, preconstruction, permitting, contractor construction cost, UCF construction cost, furniture fixtures & equipment, contingency, and escalation – see Appendix for details.

ESTIMATE OF PROBABLE COST - April 2022					
South Tower	FB Practice Fields	McNamara Cove	Parking & Plaza	WDSC Renovation	North Tower
\$60,087,212	\$4,737,212	\$5,805,487	\$4,355,803	\$20,255,188	\$29,759,098

NOTE: The above values are estimates only, projecting costs over a multi-year time frame in a period of volatile escalation and inflation. These estimates are used for planning purposes, and represent the mid-point of a wide range of costs which may change based on scope changes, schedule delays, and market conditions."

OPERATIONS & MAINTENANCE

The UCFAA Football Campus Projects are not eligible for State PO&M funds; therefore, operation and maintenance of these projects will continue to be funded by UCFAA from revenue. The State PO&M formula¹⁸ has been used here as a tool to estimate the level of funding that will likely be needed to maintain the UCFAA Football Campus Projects.

SOUTH TOWER (Bldg. #135)

- 72,945 GSF X \$9.68 = \$706,108/YR (based on formula for General Office facilities)

FB PRACTICE FIELD RELOCATION

- The two FB Practice fields will continue to be maintained as the two are now by UCFAA.

McNAMARA COVE (New Bldg. #363)

- PO&M can be calculated once the project has completed design.

PARKING & PLAZA EXPANSION

- Parking Lot E-2 is currently maintained by UCF. Expansion of the lot and the addition of the BOULEVARD and a possible water feature may require a Memorandum of Understanding (MOU) between UCF and UCFAA regarding maintenance.

WAYNE DENSCH SPORTS CENTER RENOVATION (Bldg. #077)

- The size of WDSC does not change, so PO&M should not increase. It will continue to be maintained by UCFAA.

NORTH TOWER (bldg. #135)

- 57,350 GSF X \$4.66 = \$267,251/YR (based on formula for Low Energy facilities)

¹⁸ The PO&M formula is a space/facilities operating funding model that was developed in 1993 by the SUS; and used by the Governor and Legislature to provide operating resources for new space/facilities. However, the state has not appropriated PO&M funding for several years.

11.0 BUILDING CODES, STANDARDS, & REQUIREMENTS

Chapter 11 provides the building codes applicable to the project, as required by BOG 14.006 (1).

COMPLIANCE

The UCFAA Football Campus Projects will comply with all applicable codes, laws, standards, statutes, and regulations.

BUILDING CODES

The codes applicable to the UCFAA Football Campus Projects include, but are not limited to:

- 7th Edition, 2020 Florida Building Code - Administered by UCF Building Department
- 7th Edition, 2020 Florida Building Code, Accessibility¹⁹- Administered by UCF Building Department
- 7th Edition, Florida Fire Prevention Code - Administered by the Florida Division of State Fire Marshal

FLORIDA STATUTES

Florida Statute 163.3180 states sanitary sewer, solid waste, drainage and potable water are the only public facilities and service subject to concurrency requirements on a statewide basis.

F.S. Chapter 255 addresses requirements for public property and publicly owned buildings.

Florida Statute 514.011 defines private vs. public swimming pools

CODES AND STATUTES SPECIFIC TO McNAMARA COVE

The Cove plunge pool(s) and “Recovery River” are public swimming pools.

Florida Statute 514.011 defines private vs. public swimming pools. A public swimming pool or public pool shall mean a conventional pool, spa-type pool, wading pool, special purpose pool, or water recreation attraction, to which admission may be gained with or without payment of a fee and includes, but is not limited to, pools operated by or serving camps, churches, cities, counties, day care centers, group home facilities for eight or more clients, health spas, institutions, parks, state agencies, schools, subdivisions, or the cooperative living-type projects of five or more living units, such as apartments, boardinghouses, hotels, mobile home parks, motels, recreational vehicle parks, and townhouses.

Florida Administrative Code, Chapter 64E-9 regulates public swimming pools and bathing places. R. 64E-9.004 reads: “...The water supply for all pools shall be an approved potable water system”

Florida Administrative Code R. 64E-9.004(e) reads: “Landscape irrigation water that wets the wet deck area of the pool, the pool itself, enters the collector tank, or wets an interactive water feature must be potable water from a public water system...”

Florida Fire Prevention Code outlines various quantity limits for hazardous materials in various occupancies and their associated design features. Large quantities of hazardous materials may dictate a separate building structure, occupancy separation, fire sprinklers, and scrubber/neutralization methods for accidental discharges depending on proximity to

¹⁹ In each luxury box, club box, and suite within ... stadiums..., wheelchair spaces complying with 802.1 shall be provided in accordance with Table 221.2.1.1

the local assembly occupancies (Stadium).

- During design, the consultants must establish what amenities will be needed to support a large pool treatment system; and provide a full code analysis for hazard and risk assessment in accordance with FBC & FFPC NFPA 1-60, 55, 430, etc. as well as Florida Administrative Code 64E-9 which further outlines pool parameters. The results of this analysis will dictate how the site and facilities are to be designed.

UCF STANDARDS, STATUTES, & GUIDELINES

- UCF Design, Construction, and Renovation Standards
Administered by UCF Facilities, Planning and Construction
- Telecommunications Design Standards
Administered by UCF Information Technology (UCF IT)
- Campus Landscape Master Plan and Design Standards (2016)
Administered by UCF Landscape & Natural Resources (LNR)

ENERGY AND SUSTAINABILITY

- Green Building Construction and Renovation Requirements
Administered by UCF Utilities & Energy Services (UES)
- State of Florida Model Energy Efficiency Code for Building Construction
Administered by UCF Department of Utilities & Energy Services (UES)

APPENDIX

UCF Stadium – BOT Actions

UCF Stadium Capacity 2022

Estimate of Probable Cost

UCF Stadium – BOT Actions

Jan 18, 2005 BOT-1 Feasibility Study for Proposed Football Stadium – President Hitt reported on current activities surrounding the building of an on-campus football stadium. He commented that, only in recent weeks, had the prospect surfaced of building a 45,000-50,000-seat stadium that could be constructed for less than \$50 million and ready in time for the 2006 football season.

Apr 14, 2005 UCF Football Stadium Update

Nov 9, 2005 - FIN-1 Amendments to 2005 Campus Master Plan – The location of the proposed on-campus football stadium construction is currently designated as Recreation and Open Space. Adoption of the amendments will allow the university to construct the stadium and associated infrastructure on the site, subject to final board approval of the stadium financing. A motion passed approving amendments to the 2005 University of Central Florida campus master plan as follows:

- add Policy 1.2.8 to the Recreation and Open Space Element, which provides for a football stadium on lands in the northern portion of the UCF main campus, in the area generally bounded by Orion Boulevard to the east and McCulloch Road to the north
- add the football stadium to the Capital Improvements List in the Capital Improvements Element
- add the football stadium and associated surface parking to Urban Design Element Figure 3-1, entitled Urban Design/Capital Improvements, to show the general location of the proposed structure
- add the football stadium and associated surface parking to Transportation Element Figure 2.11-13, entitled Existing and Planned Parking Structures, to show the general location of the proposed surface parking

A second motion passed unanimously approving the construction of the stadium subject to the board's review and approval of the financing package. A workshop is tentatively scheduled for 1:00 p.m. on December 14 to review the financials of this plan.

These approved motions give President Hitt and the UCF Foundation the go-ahead to begin fundraising. Trustee Yochum recognized Merck and his staff for their outstanding work on this project. He commented, "The support of this stadium initiative is essential to the future life of UCF and this campus." "This will be a better campus with a stadium," Chair Nunis remarked.

Dec 14, 2005 STADIUM WORKSHOP

Prior to the official business meeting, the Board of Trustees participated in a workshop from 1:00-3:15 p.m. to discuss the financial plan for the UCF football stadium. Last month, the board amended the campus master plan to include the stadium and approved its construction, pending its satisfaction with the plans for financing. As a result of the workshop, a motion passed unanimously approving the UCF football stadium project and, in addition, authorizing the president to execute a support agreement that would provide from legally available funds for reimbursement of the debt service reserve fund in an annual amount not to exceed the maximum annual debt service of the project.

Construction of the \$51 million, 45,000-seat stadium²⁰ on the north side of campus is scheduled to begin March 1 and be completed by August 1, 2007, in time for the 2007 football season. The \$51 million cost includes \$45 million for the stadium design and construction and \$6 million for infrastructure that includes roads, parking, and practice fields for football, soccer, and baseball. The stadium will have a 30-year annual debt service of about \$4.1 million and annual operating revenues between \$5.1 million and \$7.5 million. No public funds or tuition monies will be used to build or support the stadium.

May 25, 2006 - FIN-7 Documents to Facilitate Financing of Campus Football Stadium

Jul 27, 2006 - FIN-4 Financing Documents for the UCF Football Stadium

May 21, 2009 Trustee Christiansen announced that item FP-1, Bright House Networks Stadium Uses, was removed from the agenda and referred back to the committee.

²⁰ Sheet LS102 from the original 2007 Stadium Construction Drawings Life Safety Plan shows a stadium population of 46,983.

Jul 29, 2009 Chair Christiansen led a discussion of the draft policy on the uses of Bright House Networks Stadium

Sep 17, 2009 - FP-1 BOT approved the Policy on the Use of Bright House Networks Stadium

May 31, 2016 - FF-5 Use of Bright House Networks Stadium for the 2017 Florida Cup

May 24, 2018 - FF-3 Use of Spectrum Stadium for Professional Football Games and FF-4 Use of Spectrum Stadium for International Soccer Match

Jun 20, 2018 - FF-1 Use of Spectrum Stadium for Professional Football Games

Aug 19, 2021 - BOT-1 Use of UCF Football Stadium to host an event with potential attendance in excess of 10,000 (Hula Bowl 2022)

UCF Stadium Capacity 2022

Data provided by UCFAA.²¹

Seating Bowl	Qty.	TOTAL	43,992
CB&G CABANA		3,800	
STADIUM CLUB		3,343	
TOWER CLUB		951	
SRO		704	
General Seating (non-premium)		35,194	
Roth Tower	Qty.	TOTAL	724
SUITES (18 seat)	1	18	
SUITES (20 seat)	18	360	
SUITES (30 seat)	4	120	
SUITES (75 seat)	1	75	
Operations/Media		151	
MISC	Qty.	TOTAL	324
FIELD CABANA - South	8	104	
FIELD CABANA - North	7	84	
LOGE (4 seats)	34	136	
TOTAL CAPACITY			45,040

²¹ Email from David Hansen to Susan Hutson dated 4/1/22



ESTIMATE OF PROBABLE COST - UCFAA FOOTBALL CAMPUS
 APRIL 14, 2022

SEE FOOTBALL CAMPUS BUILDING PROGRAM FOR SCOPE DETAILS

	SOUTH TOWER		PRACTICE FIELDS		PARKING/BLVD		McNAMARA COVE		WD77 RENOVATION		NORTH TOWER	
TOTAL PROJECT COST ESTIMATE		\$ 60,087,212		\$ 4,737,212		\$ 4,355,803		\$ 5,805,487		\$ 20,255,188		\$ 29,759,098
DESIGN												
1 A/E Fees - CSD, ASD, DD, CD, Bid, CA, Turnover, Post Occ	5.4%	\$ 3,250,000	5.70%	\$ 270,000	5.28%	\$ 230,000	5.68%	\$ 330,000	5.38%	\$ 1,090,000	5.44%	\$ 1,620,000
2 Commissioning	0.2%	\$ 130,000	0.23%	\$ 11,000	0.23%	\$ 10,000	0.24%	\$ 13,855	0.39%	\$ 80,000	0.22%	\$ 65,000
3 LEED - management, energy model, etc.	0.1%	\$ 60,000	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.10%	\$ 20,000	0.1%	\$ 30,000
4 UCF Planning Contingency (\$300K across 6 projects)	0.2%	\$ 100,000	0.63%	\$ 30,000	0.46%	\$ 20,000	0.86%	\$ 50,000	0.25%	\$ 50,000	0.17%	\$ 50,000
DESIGN SUBTOTAL	5.9%	\$ 3,540,000	6.6%	\$ 311,000	6.0%	\$ 260,000	6.8%	\$ 393,855	6.1%	\$ 1,240,000	5.9%	\$ 1,765,000
PRECONSTRUCTION												
5 CM Preconstruction Services - Estimating, Logistics	0.3%	\$ 200,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
6 Builder's Risk - will be by Owner, but estimate included in line 35 below	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
7 Misc. Contingency	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
PRECONSTRUCTION SUBTOTAL	0.3%	\$ 200,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
PERMITTING												
8 Building Permit - BCO permit fee	0.4%	\$ 245,260	0.7%	\$ 35,100	0.7%	\$ 31,300	1.3%	\$ 76,760	0.4%	\$ 90,000	0.5%	\$ 136,100
9 State Fire Marshall (included in BCO permit fee)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
10 Additional Permit Contingency	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
PERMITTING SUBTOTAL	0.4%	\$ 245,260	0.7%	\$ 35,100	0.7%	\$ 31,300	1.3%	\$ 76,760	0.4%	\$ 90,000	0.5%	\$ 136,100
CONTRACTOR CONSTRUCTION COST												
11 Demolition and Site Clearing	1.1%	\$ 690,900	0.1%	\$ 5,000	0.0%	\$ -	0.0%	\$ -	0.7%	\$ 135,000	0.1%	\$ 40,000
12 Site Utilities	0.3%	\$ 200,000	1.1%	\$ 50,000	0.0%	\$ -	0.0%	\$ -	0.2%	\$ 50,000	1.4%	\$ 415,000
13 Excavation & Foundation	1.2%	\$ 708,900	6.2%	\$ 292,700	6.6%	\$ 288,100	0.0%	\$ -	0.8%	\$ 162,800	5.4%	\$ 1,615,700
14 Structural Frame	21.3%	\$ 12,811,600	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.5%	\$ 100,000	29.2%	\$ 8,702,200
14A Structural Frame, Roofing, Foundations, Electrical for Bridge and Filming Tower	0.0%	\$ -	16.0%	\$ 759,500	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
14B VE - Simplified Design on Structural Frame (-\$2,547,000 ST; -\$1,273,500 NT)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
15 Roofing & Waterproofing	1.4%	\$ 815,800	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.6%	\$ 172,600
16 Exterior Wall	5.4%	\$ 3,221,100	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.4%	\$ 75,000	1.9%	\$ 551,400
16A VE - Simplified Design on Exterior Wall (-\$636,750 ST)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
17 Interior Finishes	7.2%	\$ 4,327,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	9.1%	\$ 1,837,900	3.9%	\$ 1,149,600
17A VE - Simplified Design on Interior Finishes (-\$636,750 ST)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
18 FF&E	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
19 Scoreboard	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
20 Playing Field	0.0%	\$ -	22.4%	\$ 1,061,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
21 Equipment and Specialties	1.0%	\$ 611,900	1.4%	\$ 64,000	0.0%	\$ -	0.0%	\$ -	15.3%	\$ 3,097,900	0.5%	\$ 137,600
22 Food Service Equipment	0.7%	\$ 450,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.3%	\$ 101,000
23 Seating	0.4%	\$ 253,800	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.8%	\$ 242,900
24 Vertical Transportation	0.7%	\$ 410,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.4%	\$ 90,000	0.7%	\$ 210,000
25 Plumbing	1.9%	\$ 1,118,900	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	4.6%	\$ 925,900	2.8%	\$ 829,200
26 Fire Protection	0.5%	\$ 279,800	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	1.3%	\$ 262,000	0.0%	\$ -
27 HVAC	2.9%	\$ 1,731,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	9.9%	\$ 2,007,000	0.7%	\$ 213,000
28 Premium for Chilled Water HVAC Dist.	1.8%	\$ 1,074,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
29 Electrical (includes conduit and jbox for telecom, but no telecom cable or switches)	4.4%	\$ 2,622,000	9.5%	\$ 449,000	20.9%	\$ 909,000	0.0%	\$ -	9.1%	\$ 1,840,000	5.0%	\$ 1,495,000
30 Audio Visual	0.6%	\$ 384,800	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	2.0%	\$ 401,600	0.0%	\$ -
31 Site Work	0.5%	\$ 329,000	0.0%	\$ -	26.4%	\$ 1,151,000	65.5%	\$ 3,800,000	0.0%	\$ -	0.4%	\$ 130,000
32 Design and Estimating Contingency	1.6%	\$ 961,200	1.7%	\$ 80,400	1.6%	\$ 70,500	0.0%	\$ -	1.6%	\$ 328,100	1.6%	\$ 480,200

33	General Requirements	1.6%	\$ 990,000	1.7%	\$ 82,800	1.7%	\$ 72,600	0.0%	\$ -	1.7%	\$ 337,900	1.7%	\$ 494,600
34	Corporate General Liability Insurance	0.7%	\$ 408,000	0.7%	\$ 34,000	0.7%	\$ 30,000	0.0%	\$ -	0.7%	\$ 139,008	0.7%	\$ 204,000
35	Builder's Risk - by Owner	0.2%	\$ 122,000	0.2%	\$ 10,000	0.2%	\$ 9,000	0.0%	\$ -	0.2%	\$ 41,803	0.2%	\$ 61,000
36	Payment and Performance Bond	0.5%	\$ 292,000	0.5%	\$ 24,000	0.5%	\$ 21,000	0.0%	\$ -	0.5%	\$ 99,741	0.5%	\$ 146,000
37	Staff, Job Office, & Fee	8.7%	\$ 5,222,000	9.2%	\$ 437,000	8.8%	\$ 383,000	0.0%	\$ -	8.8%	\$ 1,781,838	8.8%	\$ 2,609,000
38	Construction Contingency	2.0%	\$ 1,197,000	2.1%	\$ 100,000	2.0%	\$ 88,000	0.0%	\$ -	2.0%	\$ 408,353	2.0%	\$ 598,000
39A	Escalation Allowance for Dec 2022 Construction Start	3.4%	\$ 2,061,635	3.6%	\$ 172,470	3.5%	\$ 151,110	3.3%	\$ 190,000	3.5%	\$ 706,092	3.5%	\$ 1,029,900
39B	Escalation Allowance for Dec 2023 Construction Start	3.6%	\$ 2,164,717	3.8%	\$ 181,094	3.6%	\$ 158,666	3.4%	\$ 199,500	3.7%	\$ 741,397	3.6%	\$ 1,081,395
39C	Escalation Allowance for Dec 2024 Construction Start	0.0%		4.0%	\$ 190,148	3.8%	\$ 166,599	3.6%	\$ 209,475	3.8%	\$ 778,467	3.8%	\$ 1,135,465
39D	Escalation Allowance for Dec 2025 Construction Start	0.0%		0.0%		4.0%	\$ 174,929	3.8%	\$ 219,949	4.0%	\$ 817,390	4.0%	\$ 1,192,238
40	Allowance for Galaxy Club	8.3%	\$ 5,000,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
CONTRACTOR CONSTRUCTION COST SUBTOTAL		84.0%	\$ 50,458,952	84.3%	\$ 3,993,112	84.3%	\$ 3,673,503	79.6%	\$ 4,618,924	84.7%	\$ 17,165,188	84.1%	\$ 25,036,998
UCF CONSTRUCTION													
41	Utilities / Infrastructure (Duke & Metering)	0.1%	\$ 43,000	0.1%	\$ 4,000	0.1%	\$ 4,000	0.1%	\$ 4,619	0.0%	\$ 10,000	0.1%	\$ 21,000
42	Systems Development Charge - UES	0.2%	\$ 130,000	0.2%	\$ 11,000	0.2%	\$ 10,000	0.2%	\$ 13,857	0.1%	\$ 14,000	0.2%	\$ 65,000
43	Telecommunication (UCF IT - exterior scope - vaults, etc)	0.8%	\$ 500,000	1.5%	\$ 70,000	1.5%	\$ 65,000	1.7%	\$ 100,000	0.7%	\$ 150,000	0.7%	\$ 200,000
44	Commissioning - UES	0.1%	\$ 40,000	0.0%	\$ -	0.0%	\$ -	0.1%	\$ 6,000	0.0%	\$ 8,000	0.1%	\$ 20,000
45	Facilities Operations (Work Order support)	0.0%	\$ 30,000	0.1%	\$ 3,000	0.0%	\$ 2,000	0.1%	\$ 6,000	0.0%	\$ 8,000	0.1%	\$ 15,000
46	UCF Owner Contingency	6.0%	\$ 3,600,000	6.3%	\$ 300,000	6.9%	\$ 300,000	6.4%	\$ 370,000	4.4%	\$ 900,000	6.7%	\$ 2,000,000
UCF CONSTRUCTION SUBTOTAL		7.2%	\$ 4,343,000	8.2%	\$ 388,000	8.7%	\$ 381,000	8.6%	\$ 500,476	5.4%	\$ 1,090,000	7.8%	\$ 2,321,000
FURNITURE, FIXTURES, & EQUIPMENT													
47	Interior Graphics	0.2%	\$ 100,000	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
48	Telecommunication (UCF IT - interior scope - cable, faceplates, switches, etc.)	0.8%	\$ 500,000	0.0%	\$ -	0.0%	\$ -	1.7%	\$ 100,000	0.7%	\$ 150,000	0.7%	\$ 200,000
49	Access Control and Cameras - in construction amount	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
50	Furniture, Fixtures, & Equipment (FF&E)	0.8%	\$ 500,000	0.0%	\$ -	0.0%	\$ -	1.6%	\$ 92,378	2.5%	\$ 500,000	0.7%	\$ 200,000
51	FF&E Contingency	0.3%	\$ 200,000	0.2%	\$ 10,000	0.2%	\$ 10,000	0.4%	\$ 23,095	0.1%	\$ 20,000	0.3%	\$ 100,000
FF&E SUBTOTAL		2.2%	\$ 1,300,000	0.2%	\$ 10,000	0.2%	\$ 10,000	3.7%	\$ 215,473	3.3%	\$ 670,000	1.7%	\$ 500,000
52	DESIGN TOTAL	5.9%	\$ 3,540,000	6.6%	\$ 311,000	6.0%	\$ 260,000	6.8%	\$ 393,855	6.1%	\$ 1,240,000	5.9%	\$ 1,765,000
53	PRECONSTRUCTION TOTAL	0.3%	\$ 200,000	0.0%	\$ -	0.0%	\$ -						
54	PERMITTING TOTAL	0.4%	\$ 245,260	0.7%	\$ 35,100	0.7%	\$ 31,300	1.3%	\$ 76,760	0.4%	\$ 90,000	0.5%	\$ 136,100
55	CONTRACTOR CONSTRUCTION TOTAL	84.0%	\$ 50,458,952	84.3%	\$ 3,993,112	84.3%	\$ 3,673,503	79.6%	\$ 4,618,924	84.7%	\$ 17,165,188	84.1%	\$ 25,036,998
56	UCF CONSTRUCTION TOTAL	7.2%	\$ 4,343,000	8.2%	\$ 388,000	8.7%	\$ 381,000	8.6%	\$ 500,476	5.4%	\$ 1,090,000	7.8%	\$ 2,321,000
57	FF&E TOTAL	2.2%	\$ 1,300,000	0.2%	\$ 10,000	0.2%	\$ 10,000	3.7%	\$ 215,473	3.3%	\$ 670,000	1.7%	\$ 500,000
58	UCF FP&C PM SERVICES (PM funded by UCFAA separate from project)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -
TOTAL PROJECT COST ESTIMATE		100.0%	\$ 60,087,212	100.0%	\$ 4,737,212	100.0%	\$ 4,355,803	100.0%	\$ 5,805,487	100.0%	\$ 20,255,188	100.0%	\$ 29,759,098

SOUTH TOWER	TOTAL PRACTICE FIELDS, BOULEVARD, McNAMARA COVE	WD77 RENOVATION	NORTH TOWER
\$60,087,212	\$14,898,502	\$20,255,188	\$29,759,098
\$125,000,000			

Attachment B



Capital Projects Funding Certification Form

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

Project name/description: UCFAA Football Campus Facility Projects

Funding source(s): Private donations and other DSO revenue sources

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

This is a limited request for authorization to begin advance planning design and construction management services to better assess the cost and scope of the project(s). Commitments will not exceed available resources.

Alexander Cartwright
President

05/24/2022
Date

[Signature]
Vice President

05/06/2022
Date

Gerald L. Hector
Chief Financial Officer

05/06/2022
Date

Youndy C Cook
General Counsel

05/06/2022
Date



Board of Trustees
May 26, 2022

GOV-1: Amendments to Bylaws for UCF Academic Health, Inc., UCF Athletics Association, Inc., UCF Convocation Corporation, UCF Finance Corporation, and UCF Stadium Corporation

Information

Discussion

Action

Meeting Date for Upcoming Action: May 26, 2022

Purpose and Issues to be Considered:

UCF Regulation 4.034(3)(c) requires any amendments to the UCF Direct Support Organization (DSO) bylaws to be approved by the UCF Board of Trustees (BOT). The bylaws for five of the university's DSOs were revised and adopted by their respective DSO boards to follow the Governance and Management Recommendations resulting from the BOT's DSO Governance Project Report to improve DSO operational effectiveness and efficiency.

Background Information:

The University of Central Florida Direct Support Organizations are created exclusively to benefit the university and are overseen by the UCF Board of Trustees, the UCF President, and the UCF Vice presidents who serve as chief executive officers of the DSOs. In December 2019, the Board of Trustees, through Chair Beverly Seay, initiated a DSO Project to review all the UCF DSOs to ensure best practices and improve efficiencies among UCF's DSOs. Following a thorough review of DSO governance and management, one that looked to establish best practices, on April 22, 2021, the Board of Trustees approved DSO Governance Recommendations. To implement these recommendations as they relate to DSO Bylaws, the DSO Board Office worked with the Office of the General Counsel to develop a bylaws template to be tailored by each DSO to its operations. The goal of such a template is to create coherence across the DSO Bylaws, which currently vary in areas where consistency is needed to align DSO Board operations.

Five of the eight UCF DSOs have prepared updated Bylaws that were reviewed and approved by their respective DSO Boards:

- UCF Academic Health, Inc.** - Second Amended and Restated Bylaws approved April 22, 2022
- UCF Athletics Association, Inc.** - Fourth Amended and Restated Bylaws approved May 16, 2022
- UCF Convocation Corporation** – Fifth Amended and Restated Bylaws approved April 25, 2022
- UCF Finance Corporation** – Fourth Amended and Restated Bylaws approved April 21, 2022
- UCF Stadium Corporation** – Fourth Amended and Restated Bylaws approved April 25, 2022

These bylaws were approved by each respective DSO to take effect on July 1, 2022, pending approval of the Board of Trustees. The remainder of UCF's DSOs will bring forward their amended and restated bylaws for BOT approval in Fall 2022.

**Recommended Action:**

Approval of the amended bylaws for UCF Academic Health, Inc., UCF Athletics Association, Inc., UCF Convocation Corporation, UCF Finance Corporation, and UCF Stadium Corporation

Alternatives to Decision:

Decline the proposed bylaws amendments or recommend modifications to be considered by the respective DSO Board(s).

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Florida Statutes Section 1004.28

Florida Board of Governors Regulation 9.011

University Regulation UCF-4.034(3)(c)

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

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

Youndy C. Cook, Vice President and General Counsel

Supporting Documentation:

Attachment A: Summary DSO Bylaws Changes

Attachment B: Second Amended and Restated Bylaws of UCF Academic Health, Inc.

Attachment C: Fourth Amended and Restated Bylaws of UCF Athletics Association, Inc.

Attachment D: Fifth Amended and Restated Bylaws of UCF Convocation Corporation

Attachment E: Fourth Amended and Restated Bylaws of UCF Finance Corporation

Attachment F: Fourth Amended and Restated Bylaws of UCF Stadium Corporation

Facilitators/Presenters:

Youndy C. Cook

Jennifer Cerasa, Senior Associate General Counsel

Attachment A

SUMMARY OF BYLAWS CHANGES

Generally, across all DSOs, the bylaws have been changed as follows:

ARTICLE I

- Purpose and Mission - Mission language and office location was added.

ARTICLE II

- Director appointed by chair of BOT – Tracking the DSO statute, states “[A]t least one University of Central Florida Board of Trustees (BOT) representative appointed by the Chair of the BOT.” (Section 1.B.)
- Board member terms - Board members should serve terms of two or three years, as selected by the DSO Board. (Section 2)
- Selection of Board Chair – The Board Chair is selected by the President of UCF and must be a member of the Board. Bylaws are silent as to whether the Chair must be a volunteer. (Section 12.)
- Delegation from University President to DSO officers/staff - University President’s direct authority over DSO is in appointment and removal of Board members. (Section 4)
- Board powers (Section 6) –
 - To authorize the CEO, other officers, and the corporation’s senior management to take action(s) as directed by the Board.” (Section 6.F.)
 - To annually approve the corporation’s operating budget as well as any material changes to the budget, and then submit the budget to the University of Central Florida Board of Trustees for approval (Section 6.H.)
 - To annually submit to the University of Central Florida Board of Trustees and the Board of Governors its federal Internal Revenue Service Return of Organization Exempt from Income Tax filing (Form 990). (Section 6.I.)
- Who can call Board meetings - (Section 7.B.) Revised to the Board Chair, Vice Chair, CEO, or two members of the Board.
- Separation of Board Members and Corporate Officers – Revised to clearly separate officers of the board and officers of the corporation and make clear that corporate officers are not members of the Board. Board officers will be Chair and Vice Chair. Corporate officers will be the CEO, Secretary and Treasurer. (Section 12 and Art. III).

ARTICLE III

- Corporate Officers – Clarifies that directors are not officers of the corporation. Identifies the standing corporate officer roles: for example, CEO, Treasurer, and Secretary.

- Officer Duties – Establishes baseline responsibilities for each of the corporate officers.

ARTICLE VIII

- Indemnification – Added to bylaws, subject to Florida Statutes, Sections 607.0850 and 617.0831. (Section 5)
- Ethics and Financial Disclosure – Added compliance language pursuant to Sunshine Laws, Public Records Law, and Code of Ethics for Public Officers and Employees (Section 6)
- Detailed Amendment History – Added as recommended by UCF Audit to include Board of Trustees approvals.

SECOND AMENDED & RESTATED BYLAWS OF UCF ACADEMIC HEALTH, INC.

**ARTICLE I.
MEMBERS, PURPOSE, MISSION AND OFFICE**

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

The corporation is organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of the University.

The corporation is organized and will be operated for the promotion and support of medical education, research, and patient care through the planning and development of clinical initiatives and affiliated partnerships that will serve the education, research and clinical mission and objectives of the University of Central Florida College of Medicine.

The principal office of UCF Academic Health, Inc. will be located at 6850 Lake Nona Boulevard, 3rd Floor, Orlando, Orange County, Florida.

**ARTICLE II.
BOARD OF DIRECTORS**

Section 1. Directors. The UCF Academic Health, Inc. Board of Directors will consist of:

- A. The President of the University of Central Florida, or designee,
- B. At least one University of Central Florida Board of Trustees (BOT) representative appointed by the Chair of the BOT,
- C. A designee of the Vice President for Health Affairs of the University of Central Florida, and
- D. Additional representatives that may be appointed by the UCF President.

The BOT will approve all appointments to the Board of Directors other than the BOT Chair's representative(s) and the University President or designee.

Section 2. Term of Office. Members of the Board will serve as directors of the corporation for three-year terms. Terms will begin on the date of appointment and end June 30 (or July 1 through June 30, whichever applies). Any designated or appointed director may be designated or appointed to successive terms.

Section 3. Vacancies. Whenever any vacancy occurs in the Board of Directors by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board of Directors will hold office for the unexpired term of his or her predecessor in office.

Section 4. Removal. The University President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board of Directors may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.

Section 5. Resignation. A director may resign at any time by submitting a written resignation to the Chair.

Section 6. Powers and Duties. So long as certified by the Board of Trustees, the property, affairs, activities, and concerns of the corporation are vested in the Board of Directors subject to the Articles of Incorporation, Bylaws, applicable laws, guidelines, policies and regulations. All management functions will be exercised by the Board of Directors subject to its delegation. The powers and duties of the Board of Directors are as follows:

- A. To discharge faithfully all the duties imposed upon it by the Articles of Incorporation and by law.
- B. To meet upon the call of the Board Chair, the Board Vice Chair, the CEO of the corporation or any two directors.
- C. To select a bank or banks or other depositories for the deposit of the funds and securities of the corporation; and to cause the corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board of Directors.
- D. To cause an audit of the books and records of this corporation to be made at least once each fiscal year together with a management letter, including the response from management, if required, conducted by a firm of independent Certified Public Accountants selected in accordance with university policy, whose engagement letter will provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board of Directors.
- E. To hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, will be used to further the specific purposes of the corporation.
- F. To authorize the CEO, other officers, and the corporation's senior management to take action(s) as directed by the Board.
- G. To borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board, subject to the policies of the University of Central Florida, its Board of Trustees and the Florida Board of Governors and requirements of law.

Section 7. Meetings of the Board. The Board Chair will preside at meetings of the Board of Directors. In the absence of the Board Chair, the Vice Chair will preside.

- A. Regular meetings of the Board of Directors will be held as determined by the Board of Directors. Written notice of the time and place of the annual meeting and regular meetings will be provided to each director, by personal delivery, first class mail, electronic mail or board portal notice, at least three (3) business days before the meeting.
- B. Special meetings of the Board of Directors may be called by the Board Chair, Vice Chair, CEO, or upon the written request of two (2) members of the Board of Directors. At least three (3) business days prior written notice of any special meeting will be provided to all members of the Board of Directors by personal delivery, first class mail, electronic mail or board portal notice.
- C. Proxies, general or special, will not be accepted for any purpose in the meetings of the Board of Directors.
- D. Any director may waive notice of any meeting. The attendance of a director at any meeting will constitute a waiver of notice of such meeting, except where a director attends a meeting for the

express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 8. Public Notice. Public notice of any meeting of the Board or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

Section 9. Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting in advance, specifying the agenda item about which they wish to speak. Public comment will be limited to three minutes per person.

Section 10. Quorum and Voting. A majority of the Board of Directors will constitute a quorum for the transaction of business. The act of a majority of the directors present at a meeting at which a quorum is present will be the act of the Board of Directors unless a greater number is required by these bylaws or by law.

Section 11. Participation by Electronic Means. Members of the Board of Directors may participate in a meeting by conference, telephone, or similar communications means provided all persons participating in the meeting are able to communicate with each other.

Section 12. Chair and Vice Chair of the Board. The Board of Directors will have a Chair and Vice Chair serve as officers of the Board.

- A. **Chair of the Board.** The Chair of the Board will be selected by the President of UCF and must be a member of the Board. The Board Chair will:
 - 1. Preside at the meetings of the Board of Directors. The Board Chair or designee will prepare the agenda for all meetings of the Board of Directors.
 - 2. Sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board of Directors.
 - 3. Perform all duties as the Board of Directors will designate and may delegate certain duties with the Board of Directors' approval.
 - 4. Perform other duties as are necessarily incident to the office of the Board Chair.
- B. **Vice Chair.** The Vice Chair will be elected by the Board of Directors to serve as its Vice Chair and must be a member of the Board. The Vice Chair will assume the Chair's duties in the Chair's absence or incapacity and perform such duties as are assigned by the Chair.
- C. **Term of Board Officers.** Officers of the Board will serve for three-year terms or until their successor is duly selected or elected. Any such selected or elected Board officer may serve successive terms.
- D. **Removal.** The Board of Directors may remove any Board officer at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.
- E. **Vacancies.** In the event of absence, inability, or refusal to act of the Chair, the President of UCF will select another member of the Board to serve as Chair. In the event of absence, inability or refusal to act of the Vice Chair, the Board will elect a new Vice Chair no later than its next regular meeting.

**ARTICLE III.
OFFICERS OF THE CORPORATION**

Section 1. Officers. The officers of the corporation will be non-members of the Board and will be as follows:

- A. Chief Executive Officer (CEO), who is the Vice President of the University of Central Florida with responsibility for health affairs;
- B. Secretary, who will be appointed by the CEO;
- C. Treasurer, who will be appointed by the CEO, in consultation with the Chief Financial Officer of the University; and
- D. other officers, listed below, as may be appointed by the CEO.

Section 2. Terms of Corporate Officers. *Ex officio* corporate officers who are employees of the University of Central Florida will serve as long as they continue to be employed with the University of Central Florida in that position. The term of office for appointed corporate officers will commence when appointed and continue for three years or until their successor is duly appointed. Any such appointed officer may be appointed to serve successive terms.

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

- A. CEO. The CEO will be the chief executive officer of the corporation, will have general and active management of the business and affairs of the corporation, subject to the directions of the Board of Directors, and, in the absence of a Chair or Vice Chair of the Board of Directors, will preside at all meetings of the Board of Directors.
- B. Secretary. The Secretary will be responsible for maintaining the following records:
 - 1. Accurate minutes of the proceedings of all meetings of the Board of Directors and a record of the actions of the Board of Directors and committees.
 - 2. A copy of the Articles of Incorporation and Bylaws of the corporation and all amendments.
- C. Treasurer. The Treasurer will oversee the fiscal affairs of the corporation. The duties of the Treasurer include assuring that adequate provision is made for the care and custody of all the assets of this corporation.

Section 4. Removal. The CEO may remove any corporate officer at any time whenever the best interests of the corporation would be served.

Section 5. Vacancies. In the event of absence, inability, or refusal to act of any of the *ex officio*, appointed or designated officers of the corporation, the CEO, except as otherwise provided for in these Bylaws and subject to university regulation, will appoint a successor or successors to perform the duties of their respective offices.

**ARTICLE IV.
COMMITTEES**

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

**ARTICLE V.
DIRECT SUPPORT ORGANIZATIONS**

Section 1. Governing Authority. The corporation operates as a Direct Support Organization (DSO) for the University of Central Florida as defined by Florida statute. DSOs are certified by the University of Central Florida Board of Trustees and follow Florida law, the policies and procedures established by the State University System of Florida, the University of Central Florida and the Board of Trustees.

Section 2. Operating Budgets. Operating budgets for DSOs are prepared annually, approved by the Board of Directors and then submitted to the President of the University of Central Florida and the University of Central Florida Board of Trustees for approval.

Section 3. Fiscal Year. The fiscal year of the corporation will begin on July 1 and end on June 30 of the following year.

**ARTICLE VI.
NONDISCRIMINATION**

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

**ARTICLE VII.
AMENDMENTS**

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

**ARTICLE VIII.
MISCELLANEOUS PROVISIONS**

Section 1. Contracts. Contracts for the activities of this corporation will be signed in the name of the corporation by the Board Chair except as otherwise delegated.

Section 2. Financial Audits and Reports. The corporation will annually have a financial audit of its accounts and records conducted by an independent certified public accountant selected in accordance with university policy. The audit will be performed in accordance with the applicable rules adopted by the Auditor General and by the BOT, which will be forwarded to the BOT for review and to the Board of Governors and Auditor General.

Section 3. Compensation and Employment. The directors and officers of this corporation, except those otherwise employed by the corporation or UCF, will not receive any compensation from this corporation for their services as director or officer.

- A. Directors, officers and employees of this corporation may be reimbursed from funds of the corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties, provided the reimbursements or expenditures comply with Florida Statutes Sections 1004.28 and 1012.976.
- B. Personnel employed by this corporation will not be considered employees of the State of Florida by virtue of employment by this corporation.
- C. The corporation will provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin. Personal services provided to the organization must comply with Section 1012.976, Florida Statutes.

Section 4. Travel Expenses. The corporation will not use state funds for travel expenses.

Section 5. Indemnification. Pursuant to Sections 607.0850 and 617.0831, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the corporation, by reason of the fact that he or she is or was a director or officer of the corporation) will be indemnified against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The corporation will have the authority to purchase insurance for this purpose.

Authorization of Indemnification. Any indemnification hereunder will be made by the corporation only upon a determination that indemnification of the director or officer is proper in a specific case because he or she has met the standard of conduct set forth in the previous paragraph of this Section 5. Such determination will be made by the Board by a majority vote of a quorum consisting of directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which directors who are parties may participate) consisting solely of two (2) or more directors not at the time parties to the action, suit or proceeding or by a committee comprised of individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which directors who are parties may participate).

Section 6. Ethics and Financial Disclosure. It is the duty of each director and officer to fully comply with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 7. Seal. The seal of this corporation will be in the form of a circle and will bear, among other things, the name of the corporation and the year of its incorporation.

Section 8. Rules. These Bylaws govern the transaction of business for this Board of Directors. To the extent that the Bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

Section 9. Confidential and Exempt Public Records. Under Florida Statutes 1004.28(5)(b), other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the Board of Trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability will be confidential and exempt from s. 119.07(1).

**ARTICLE IX.
CONFLICT OF INTEREST**

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

I HEREBY CERTIFY these Second Amended and Restated Bylaws were approved by the Board of Directors on April 22, 2022, by the UCF Governance Committee on _____, and by the University of Central Florida Board of Trustees on _____.

Secretary _____

Amendment History

Original: June 23, 2016

Amended and Restated: March 1, 2019, Approved by Board of Directors

May 16, 2019, Approved by UCF Board of Trustees

Second Amended and Restated: April 22, 2022, Approved by Board of Directors

_____, Approved by BOT Governance Committee

_____, Approved by UCF Board of Trustees

**UCF ATHLETICS ASSOCIATION, INC.
FOURTH AMENDED & RESTATED BYLAWS**

**ARTICLE I.
MEMBERS, PURPOSE, MISSION AND OFFICE**

Section 1. Members. The corporation will have no members and will be managed by the Board of Directors.

Section 2. Purpose and Mission. The corporation is organized and operated exclusively to receive, hold, invest, and administer property, including both real property and intellectual property, and to make expenditures to or for the benefit of the University of Central Florida and shall be subject to the oversight and control of the University of Central Florida Board of Trustees. The corporation is a Florida not for profit corporation and a university direct-support organization within the definition of Section 1004.28, Florida Statutes.

The corporation may hold any property, or any undivided interest therein, without limitation as to amount or value; may dispose of any such property and invest, reinvest or deal with the principal or the income in such manner as, in the judgment of the corporation's board of directors, will best promote the purposes of the corporation without limitation, except such limitations, if any, as may be contained in the instrument under which such property is received, the Articles of Incorporation, the bylaws of the corporation or any applicable laws or rules.

The purpose of the corporation shall be to promote education and science and to encourage, stimulate, and promote the health and physical welfare of the students of the University of Central Florida by encouraging, conducting, and maintaining all kinds of intercollegiate athletics, games, contests, meets, exhibits, and field sports at the University of Central Florida, and at other places in the State of Florida, and in such other places in the United States and foreign countries as it may be lawful to conduct the aforesaid activities

Section 3. Office. The principal office of the UCF Athletics Association, Inc. will be located at Roth Athletics Center, 4192 North Orion Blvd, Orlando, FL 32816, Orange County, Florida.

**ARTICLE II.
BOARD OF DIRECTORS**

Section 1. Directors. The UCF Athletics Association, Inc. Board of Directors will consist of:

- A. The President of the University of Central Florida, or designee. The President of University of Central Florida or designee will serve as the Chair of the Board of Directors.
- B. At least one University of Central Florida Board of Trustees (BOT) representative appointed

by the Chair of the BOT,

- C. At least one member from the Central Florida Community recommended by the President of the University of Central Florida and,
- D. The University of Central Florida Student Athlete Advisory Committee President as Ex Officio
- E. Additional representatives appointed by the University President.

The BOT will approve all appointments to the Board of Directors other than the BOT Chair or designee(s) and the University President or designee(s). Ex Officio Directors do not require BOT approval.

Section 2. Term of Office. Members of the Board will serve as directors of the corporation for three-year terms. Terms will begin on the date of appointment and end June 30 (or July 1 through June 30, whichever applies). If filling a vacancy, the term ends at previous member's term. An Ex Officio Director will serve for the duration of their corresponding term of their respective elected office.

Section 3. Vacancies. Whenever any vacancy occurs in the Board of Directors by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board of Directors will hold office for the unexpired term of his or her predecessor in office.

Section 4. Removal. The University President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board of Directors may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.

Section 5. Resignation. A Director may resign at any time by submitting a written resignation to the Board Chair.

Section 6. Powers and Duties. So long as certified by the Board of Trustees the property, affairs, activities, and concerns of the corporation are vested in the Board of Directors subject to the Articles of Incorporation, Bylaws, applicable laws, guidelines and policies and regulations. All management functions will be exercised by the Board of Directors subject to its delegation. The powers and duties of the Board of Directors are as follows:

- A. To discharge faithfully all the duties imposed upon it by the Articles of Incorporation, Florida Board of Governors regulations, UCF regulations and by law.
- B. To meet upon the call of the Board Chair (University President), the CEO or any two directors.

- C. To select a bank or banks or other depositories for the deposit of the funds and securities of the corporation; and to cause the corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board of Directors.
- D. To cause an audit of the books and records of this corporation to be made at least once each fiscal year together with a management letter, including the response from management, if required, conducted by a firm of independent Certified Public Accountants selected in accordance with University Policy 2-208, whose engagement letter will provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board of Directors.
- E. To hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, will be used to further the specific purposes of the corporation.
- F. To authorize the CEO, other Officers and the corporation's senior management to take action(s) as directed by the Board.
- G. To borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board, subject to Florida law, the policies of the University of Central Florida, its Board of Trustees and the Florida Board of Governors.
- H. To annually approve the corporation's operating budget as well as any material changes to the budget, and then submit the budget to the University of Central Florida Board of Trustees for approval.
- I. To annually submit to the University of Central Florida Board of Trustees and the Board of Governors its federal Internal Revenue Service Return of Organization Exempt from Income Tax filing (Form 990).

Section 7. Meetings of the Board. The Board Chair will preside at meetings of the Board of Directors. In the absence of the Board Chair, the CEO will preside.

- A. Regular meetings of the Board of Directors will be held as determined by the Board of Directors. Written notice of the time and place of the annual meeting and regular meetings will be provided to each director, by personal delivery, first class mail, electronic mail or board portal notice, at least three (3) business days before the meeting.
- B. Special meetings of the Board of Directors may be called by the Board Chair, Vice Chair, CEO, or upon the written request of two (2) members of the Board of Directors. At least three (3) business days prior written notice of any special meeting will be provided to all

members of the Board of Directors by personal delivery, first class mail, electronic mail or board portal notice.

- C. Proxies, general or special, will not be accepted for any purpose in the meetings of the Board of Directors.
- D. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 8. Public Notice. Public notice of any meeting of the Board or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

Section 9. Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting in advance, specifying the agenda item about which they wish to speak. Public comment will be limited to three minutes per person.

Section 10. Quorum and Voting. A majority of the Board of Directors will constitute a quorum for the transaction of business. The act of a majority of the directors present at a meeting at which a quorum is present will be the act of the Board of Directors unless a greater number is required by these bylaws or by law.

Section 11. Participation by Electronic Means. Members of the Board of Directors may participate in a meeting by conference, telephone, or similar communications means provided all persons participating in the meeting are able to communicate with each other.

Section 12. Chair of the Board of Directors. The Board of Directors shall have a Chair and Vice-Chair serve as officers of the Board. The President of UCF shall serve as Chair of the Board.

- A. The Chair of the board will:
 - 1. Preside at the meetings of the Board of Directors. The Board Chair or designee will prepare the agenda for all meetings of the Board of Directors.
 - 2. Sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board of Directors.
 - 3. Perform all duties as the Board of Directors will designate and may delegate certain duties with the Board of Directors' approval.
 - 4. Perform other duties as are necessarily incident to the office of the Board Chair.
- B. Vice Chair. The Vice Chair will be elected by the Board of Directors to serve as its Vice Chair and must be a member of the Board. The Vice Chair will assume the Chair's duties in the Chair's absence or incapacity and perform such duties as are assigned by the Chair.

- C. Term of Board Officers. Officers of the Board will serve for three years or until their successor is duly selected or elected. Any such selected or elected Board officer may serve successive terms.
- D. Removal. The Board of Directors may remove any Board officer at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.
- E. Vacancies. In the event of absence, inability, or refusal to act by a Board officer the Board will elect a new Chair or Vice Chair no later than its next regular meeting.

**ARTICLE III.
OFFICERS OF THE CORPORATION**

Section 1. Officers. The officers of the corporation will be non-members of the Board and will be as follows:

- A. Chief Executive Officer (CEO) appointed by the University President and who will be a University of Central Florida vice president that is responsible for intercollegiate athletics;
- B. Secretary, who will be appointed by the CEO;
- C. Treasurer, who will be appointed by the CEO, in consultation with the Chief Financial Officer of the University; and
- D. Other officers as may be appointed by the CEO.

Section 2. Term of Corporate Officers. The term of office for corporate officers will commence when designated or appointed and continue for three years or until their successor is duly designated or appointed. Any such designated or appointed officer may serve successive terms.

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

- A. CEO. The CEO will be the chief executive officer of the corporation, will have general and active management of the business and affairs of the corporation, subject to the directions of the Board of Directors, and, in the absence of a Chair of the Board of Directors, will preside at all meetings of the Board of Directors
- B. Secretary. The Secretary will be responsible for the following permanent records:
 - 1. Accurate minutes of the proceedings of all meetings of the Board of Directors and maintain a record of the actions of the Board of Directors and committees.
 - 2. A copy of the Articles of Incorporation and bylaws of the corporation and all amendments.

C. Treasurer. The Treasurer will oversee the fiscal affairs of the corporation. The duties of the Treasurer include assuring that adequate provision is made for the care and custody of all the assets of the corporation.

Section 4. Removal. The CEO may remove any corporate officer at any time whenever the best interests of the corporation would be served.

Section 5. Vacancies. In the event of absence, inability, or refusal to act of any of the appointed or designated officers of the corporation, the CEO, except as otherwise provided for in these bylaws and subject to University Regulation 4.034, will appoint a successor or successors to perform the duties of their respective offices.

ARTICLE IV. COMMITTEES

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

ARTICLE V. DIRECT SUPPORT ORGANIZATIONS

Section 1. Governing Authority. The corporation operates as a Direct Support Organization (DSO) for the University of Central Florida as defined by Florida statute. DSOs are certified by the University of Central Florida Board of Trustees and follow Florida law, the policies and procedures established by the State University System of Florida, the University of Central Florida and the Board of Trustees.

Section 2. Fiscal Year. The fiscal year of the corporation will begin on July 1 and end on June 30 of the following year.

ARTICLE VI. NONDISCRIMINATION

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

ARTICLE VII. AMENDMENTS

These bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board of Directors present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the University of Central Florida Board of Trustees in accordance with University Regulations prior to becoming effective.

ARTICLE VIII. OPERATIONAL PROVISIONS

Section 1. Contracts. Contracts for the activities of this corporation will be signed in the name of the corporation by the Board Chair except as otherwise delegated.

Section 2. Financial Audits and Reports. The corporation will annually have a financial audit of its accounts and records conducted by an independent certified public accountant selected in accordance with University Policy 2-208. The audit will be performed in accordance with the applicable rules adopted by the Auditor General and by the BOT, which will be forwarded to the BOT for review and to the Board of Governors and Auditor General.

Section 3. Compensation and Employment. The directors and officers of this corporation, except those otherwise employed by the corporation or UCF, will not receive any compensation from this corporation for their services as director or officer.

- A. Directors, officers, and employees of this corporation may be reimbursed from funds of the corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties, provided the reimbursements or expenditures comply with Sections 1004.28 and 1012.976, Florida Statutes.
- B. Personnel employed by this corporation will not be considered employees of the State of Florida by virtue of employment by this corporation.
- C. The corporation will provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin. Personal services provided to the organization must comply with Section 1012.976, Florida Statutes

Section 5. Indemnification. Pursuant to Sections 607.0850 and 617.0831, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the corporation, by reason of the fact that he or she is or was a Director or Officer of the corporation) shall be indemnified against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal

thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The corporation shall have the authority to purchase insurance for this purpose.

Authorization of Indemnification. Any indemnification hereunder shall be made by the corporation only upon a determination that indemnification of the Director or Officer is proper in a specific case because he or she has met the standard of conduct set forth in the previous paragraph of this Section 5. Such determination shall be made by the Board by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which Directors who are parties may participate) consisting solely of two (2) or more Directors not at the time parties to the action, suit or proceeding or by a committee comprised of individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which Directors who are parties may participate).

Section 6. Ethics and Financial Disclosure. It is the duty of each Director and Officer to fully comply with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 7. Insurance. The corporation will keep in force a blanket surety bond, or directors and officers liability insurance, or other general liability insurance, the adequacy of which will be determined by the Board, or a Committee designated by the Board, to assure that each officer and employee who is authorized to collect, hold, or disburse funds of the corporation will faithfully discharge their duties.

Section 8. Rules. These bylaws govern the transaction of business for this Board of Directors. To the extent that the bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

Section 9. Confidential and Exempt Public Records. Under Florida Statutes 1004.28(5)(b), other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the Board of Trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from Section 119.07(1), Florida Statutes.

**ARTICLE IX.
CONFLICT OF INTEREST**

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

I CERTIFY these Fourth Amended and Restated Bylaws were approved by the Board of Directors on May 16, 2022, the BOT Governance Committee on May 25, 2022, and by the University of Central Florida Board of Trustees on May 26, 2022.

Secretary_____

Amendment History

Original: June 18, 2003

First Amended and Restated: March 31, 2005

Second Amended and Restated: May 22, 2014

Third Amended and Restated: January 24, 2019

Fourth Amended and Restated: July 1, 2022

**UCF CONVOCATION CORPORATION
FIFTH AMENDED & RESTATED BYLAWS**

**ARTICLE I.
MEMBERS, PURPOSE, MISSION AND OFFICE**

Section 1. Members. The corporation will have no members and will be managed by the Board of Directors.

Section 2. Purpose and Mission. The corporation is organized and operated exclusively to receive, hold, invest, and administer property, including both real property and intellectual property, and to make expenditures to or for the benefit of the University of Central Florida and shall be subject to the oversight and control of the University of Central Florida Board of Trustees. The corporation is a Florida not for profit corporation and a university direct-support organization within the definition of Section 1004.28, Florida Statutes.

The corporation may hold any property, or any undivided interest therein, without limitation as to amount or value; may dispose of any such property and invest, reinvest or deal with the principal or the income in such manner as, in the judgment of the corporation's board of directors, will best promote the purposes of the corporation without limitation, except such limitations, if any, as may be contained in the instrument under which such property is received, the Articles of Incorporation, the bylaws of the corporation or any applicable laws or rules.

Section 3. Office. The principal Office of the corporation will be located at 4365 Andromeda Loop North, Suite 384, Orlando, Orange County, Florida 32816.

**ARTICLE II.
BOARD OF DIRECTORS**

Section 1. Directors. The corporation's Board of Directors shall consist of not less than three and not more than five voting members and will consist of:

- A. The President of the University of Central Florida, or designee,
- B. At least one University of Central Florida Board of Trustees (BOT) representative appointed by the Chair of the BOT,
- C. Additional representatives appointed by the University President.

The BOT will approve all appointments to the Board of Directors other than the BOT Chair or designee and the University President or designee.

Section 2. Term of Office. Members of the Board will serve as directors of the corporation for three-year terms. Terms will begin on the date of appointment and end June 30 (or July 1 through June 30, whichever applies). If filling a vacancy, the term ends at previous member's term.

Section 3. Vacancies. Whenever any vacancy occurs in the Board of Directors by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board of Directors will hold office for the unexpired term of his or her predecessor in office.

Section 4. Removal. The University President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board of Directors may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.

Section 5. Resignation. A Director may resign at any time by submitting a written resignation to the Chair.

Section 6. Powers and Duties. So long as certified by the Board of Trustees the property, affairs, activities, and concerns of the corporation are vested in the Board of Directors subject to the Articles of Incorporation, bylaws, applicable laws, guidelines and policies and regulations. All management functions will be exercised by the Board of Directors subject to its delegation. The powers and duties of the Board of Directors are as follows:

- A. To discharge faithfully all the duties imposed upon it by the Articles of Incorporation and bylaws.
- B. To meet upon the call of the Board Chair, the Board Vice Chair, the CEO of the corporation or any two directors.
- C. To select a bank or banks or other depositories for the deposit of the funds and securities of the corporation; and to cause the corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board of Directors.
- D. To cause an audit of the books and records of this corporation to be made at least once each fiscal year together with a management letter, including the response from management, if required, conducted by a firm of independent Certified Public Accountants selected in accordance with University Policy 2-208, whose engagement letter will provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board of Directors.
- E. To hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion

of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, will be used to further the specific purposes of the corporation.

- F. To authorize the CEO, other Officers, and the corporation's senior management to take action(s) as directed by the Board.
- G. To borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board, subject to Florida law, the policies of the University of Central Florida, its Board of Trustees and the Florida Board of Governors.
- H. To annually approve the corporation's operating budget as well as any material changes to the budget, and then submit the budget to the University of Central Florida Board of Trustees for approval.
- I. To annually submit to the University of Central Florida Board of Trustees and the Board of Governors its federal Internal Revenue Service Return of Organization Exempt from Income Tax filing (Form 990).

Section 7. Meetings of the Board. The Board Chair will preside at meetings of the Board of Directors. In the absence of the Board Chair, the Vice Chair will preside.

- A. Regular meetings of the Board of Directors will be held as determined by the Board of Directors. Written notice of the time and place of the annual meeting and regular meetings will be provided to each director, by personal delivery, first class mail, electronic mail or board portal notice, at least three (3) business days before the meeting.
- B. Special meetings of the Board of Directors may be called by the Board Chair, Vice Chair, CEO, or upon the written request of two (2) members of the Board of Directors. At least three (3) business days prior written notice of any special meeting will be provided to all members of the Board of Directors by personal delivery, first class mail, electronic mail or board portal notice.
- C. Proxies, general or special, will not be accepted for any purpose in the meetings of the Board of Directors.
- D. The annual meeting of the Board will be held before the end of the Corporation's fiscal year, or as soon after that date as possible. The time and location of the annual meeting will be designated by the Chair of the Board.
- E. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 8. Public Notice. Public notice of any meeting of the Board or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

Section 9. Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting in advance, specifying the agenda item about which they wish to speak. Public comment will be limited to three minutes per person.

Section 10. Quorum and Voting. A majority of the Board of Directors will constitute a quorum for the transaction of business. The act of a majority of the directors present at a meeting at which a quorum is present will be the act of the Board of Directors unless a greater number is required by these bylaws or by law.

Section 11. Participation by Electronic Means. Members of the Board of Directors may participate in a meeting by conference, telephone, or similar communications means provided all persons participating in the meeting are able to communicate with each other.

Section 12. Chair and Vice-Chair of the Board. The Board of Directors shall have a Chair and Vice-Chair serve as officers of the Board.

- A. Chair. The Chair of the Board will be selected by the President of UCF and must be a member of the Board. The Board Chair will:
 - 1. Preside at the meetings of the Board of Directors. The Board Chair or designee will prepare the agenda for all meetings of the Board of Directors.
 - 2. Sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board of Directors.
 - 3. Perform all duties as the Board of Directors will designate and may delegate certain duties with the Board of Directors' approval.
 - 4. Perform other duties as are necessarily incident to the office of the Board Chair.
- B. Vice Chair. The Vice Chair will be elected by the Board of Directors to serve as its Vice Chair and must be a member of the Board. The Vice Chair will assume the Chair's duties in the Chair's absence or incapacity and perform such duties as are assigned by the Chair.
- C. Term of Board Officers. Officers of the Board will serve for three years or until their successor is duly selected or elected. Any such selected or elected Board officer may serve successive terms.
- D. Removal. The Board of Directors may remove any Board officer at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.
- E. Vacancies. In the event of absence, inability, or refusal to act of the Chair the President of

UCF will select another member of the Board to serve as Chair. In the event of absence, inability or refusal to act of the Vice Chair the Board will elect a new Vice Chair no later than its next regular meeting.

ARTICLE III. OFFICERS OF THE CORPORATION

Section 1. Officers. The officers of the corporation will be non-members of the Board and will be as follows:

- A. Chief Executive Officer (CEO) appointed by the University President and who will be a Vice President that is responsible for Administration and Finance of the University of Central Florida;
- B. Secretary, who will be appointed by the CEO
- C. Treasurer, who will be appointed by the CEO, in consultation with the Chair
- D. Other officers as may be appointed by the CEO

Section 2. Term of Corporate Officers. The term of office for Corporate Officers will commence when designated or appointed and continue for three years or until their successor is duly designated or appointed. Any such designated or appointed officer may serve successive terms.

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

- A. CEO. The CEO will be the chief executive officer of the corporation, will have general and active management of the business and affairs of the corporation, subject to the directions of the Board of Directors, and, in the absence of a Chair or Vice Chair of the Board of Directors, will preside at all meetings of the Board of Directors.
- B. Secretary. The Secretary will be responsible for the following permanent records:
 - 1. Accurate minutes of the proceedings of all meetings of the Board and maintain a permanent record of the actions of the Board and committees.
 - 2. A copy of the Articles of Incorporation and bylaws of the corporation and all amendments.
 - 3. Make available the seal of the Corporation, if necessary, and affix it to official documents, records and papers as may be required.
 - 4. An accurate list of all members of this Corporation and their respective terms of service.
- C. Treasurer. The Treasurer will oversee the fiscal affairs of the corporation. The duties of the Treasurer include assuring that adequate provision is made for the care and custody of all

the assets of the corporation.

Section 4. Removal. The CEO may remove any corporate officer at any time whenever the best interests of the corporation would be served.

Section 5. Vacancies. In the event of absence, inability, or refusal to act of any of the appointed, or designated officers of the corporation, the CEO, except as otherwise provided for in these bylaws and subject to University Regulation 4.034, will appoint a successor or successors to perform the duties of their respective offices.

ARTICLE IV. COMMITTEES

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

ARTICLE V. DIRECT SUPPORT ORGANIZATIONS

Section 1. Governing Authority. The corporation operates as a Direct Support Organization (DSO) for the University of Central Florida as defined by Florida statute. DSOs are certified by the University of Central Florida Board of Trustees and follow Florida law, the policies and procedures established by the State University System of Florida, the University of Central Florida and the Board of Trustees.

Section 2. Fiscal Year. The fiscal year of the corporation will begin on July 1 and end on June 30 of the following year.

ARTICLE VI. NONDISCRIMINATION

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

ARTICLE VII. AMENDMENTS

These bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board of Directors present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the University of Central Florida Board of Trustees in accordance with University Regulation prior to becoming effective.

ARTICLE VIII. OPERATIONAL PROVISIONS

Section 1. Contracts. Contracts for the activities of this corporation will be signed in the name of the corporation by the Board Chair except as otherwise delegated.

Section 2. Financial Audits and Reports. The corporation will annually have a financial audit of its accounts and records conducted by an independent certified public accountant in accordance with the applicable rules adopted by the Auditor General and by the BOT, which will be forwarded to the BOT for review and oversight and to the Board of Governors and Auditor General.

Section 3. Compensation and Employment. The directors and officers of this corporation, except those otherwise employed by the corporation or UCF, will not receive any compensation from this corporation for their services as director or officer.

- A. Directors, officers, and employees of this corporation may be reimbursed from funds of the corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties, provided the reimbursements or expenditures comply with Florida Statutes Sections 1004.28 and 1012.976.
- B. Personnel employed by this corporation will not be considered employees of the State of Florida by virtue of employment by this corporation.
- C. The corporation will provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin. Personal services provided to the organization must comply with Section 1012.976, Florida Statutes.

Section 4. Travel Expenses. The corporation will not use state funds for travel expenses.

Section 5. Indemnification. Pursuant to Sections 607.0850 and 617.0831, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the corporation, by reason of the fact that he or she is or was a Director or Officer of the corporation) shall be indemnified against expenses

(including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The corporation shall have the authority to purchase insurance for this purpose.

Authorization of Indemnification. Any indemnification hereunder shall be made by the corporation only upon a determination that indemnification of the Director or Officer is proper in a specific case because he or she has met the standard of conduct set forth in the previous paragraph of this Section 5. Such determination shall be made by the Board by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which Directors who are parties may participate) consisting solely of two (2) or more Directors not at the time parties to the action, suit or proceeding or by a committee comprised of individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which Directors who are parties may participate).

Section 6. Ethics and Financial Disclosure. It is the duty of each Director and Officer to fully comply with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 7. Insurance. The corporation will keep in force a blanket surety bond, or directors and officers liability insurance, or other general liability insurance, the adequacy of which will be determined by the Board, or a Committee designated by the Board, to assure that each officer and employee who is authorized to collect, hold, or disburse funds of the corporation will faithfully discharge their duties.

Section 8. Rules. These bylaws govern the transaction of business for this Board of Directors. To the extent that the bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

Section 9. Confidential and Exempt Public Records. Under Florida Statutes 1004.28(5)(b), other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the Board of Trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

**ARTICLE IX.
CONFLICT OF INTEREST**

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

I CERTIFY these Fifth Amended and Restated Bylaws were approved by the Board of Directors on April 25, 2022, UCF Governance Committee on May 25, 2022, and University of Central Florida Board of Trustees on May 26, 2022.

Secretary

Amendment History

Original: June 18, 2003

First Amended and Restated: August 6, 2005

Second Amended and Restated: August 21, 2014

Third Amended and Restated: February 2, 2018

Fourth Amended and Restated: September 19, 2019

Fifth Amended and Restated: July 1, 2022

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

**ARTICLE I.
MEMBERS, PURPOSE, MISSION, AND OFFICE**

Section 1. Members. The UCF Finance Corporation (Corporation) will have no members and will be managed by the Board of Directors (Board).

Section 2. Purpose and Mission. The corporation is organized and not for profit pursuant to and shall possess all the powers enumerated in Florida Statutes and as more specifically set forth in the corporation's Second Amended and Restated Articles of Incorporation, as it may be amended from time to time.

Section 3. Office. The principal office of the corporation will be located at 4365 Andromeda Loop North, Millican Hall 384, Orlando, Orange County, Florida 32816.

**ARTICLE II.
BOARD OF DIRECTORS AND MEETINGS**

Section 1. Directors. The corporation's Board will consist of:

- A. The President of the University of Central Florida (UCF or University) or designee.
- B. At least one University of Central Florida Board of Trustees (BOT) representative appointed by the Chair of the BOT.
- C. Additional representatives appointed by the University President.

The BOT will approve all appointments to the Board other than the BOT Chair or designee and the University President or designee.

Section 2. Term of Office. Members of the Board will serve as directors of the corporation for three-year terms. Terms will begin on the date of appointment and end June 30 (or July 1 through June 30, whichever applies). If filling a vacancy, the term ends at previous member's term.

Section 3. Vacancies. Whenever any vacancy occurs in the Board by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board will hold office for the unexpired term of his or her predecessor in office.

Section 4. Removal. The UCF President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board of Directors may remove any director at any time upon a two-thirds vote of the directors, whenever the best

interests of the corporation would be served.

Section 5. Resignation. A Director may resign at any time by submitting a written resignation to the Chair.

Section 6. Powers and Duties. So long as certified by the UCF BOT, the property, affairs, activities, and concerns of the corporation will be vested in the Board subject to the Articles of Incorporation, bylaws, applicable laws, guidelines, and policies, and regulations. All management functions will be exercised by the Board subject to its delegation. The powers and duties of the Board are as follows:

- A. To discharge faithfully all the duties imposed upon it by the Articles of Incorporation, bylaws, and law.
- B. To meet upon the call of the Board Chair, the Board Vice Chair, the Chief Executive Officer (CEO) of the corporation or any two directors.
- C. To select a bank or banks or other depositories for the deposit of the funds and securities of the corporation; and to cause the corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
- D. To cause an audit of the books and records of this corporation to be made at least once each fiscal year together with a management letter, including the response from management, if required, conducted by a firm of independent Certified Public Accountants selected in accordance with University Policy 2-208, whose engagement letter will provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board.
- E. To hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, will be used to further the specific purposes of the corporation.
- F. To authorize the CEO, other Officers, and the corporation's senior management to take action(s) as directed by the Board.
- G. To borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board, subject to Florida law, the policies of the University of Central Florida, its BOT and the Florida Board of Governors.
- H. To annually approve the corporation's operating budget as well as any material changes to the budget, and then submit the budget to the UCF BOT for approval.

- I. To annually submit to the UCF BOT and the Board of Governors its federal Internal Revenue Service Return of Organization Exempt from Income Tax filing (Form 990).

Section 7. Meetings of the Board. The Board Chair will preside at meetings of the Board. In the absence of the Board Chair, the Vice Chair will preside.

- A. Regular meetings of the Board will be held as determined by the Board. Written notice of the time and place of the annual meeting and regular meetings will be provided to each director, by personal delivery, first class mail, electronic mail, or board portal notice, at least three (3) business days before the meeting.
- B. Special meetings of the Board may be called by the Board Chair, Vice Chair, CEO, or upon the written request of two (2) members of the Board. At least three (3) business days prior written notice of any special meeting will be provided to all members of the Board by personal delivery, first class mail, electronic mail or board portal notice.
- C. Proxies, general or special, will not be accepted for any purpose in the meetings of the Board.
- D. The annual meeting of the Board will be held before the end of the Corporation's fiscal year, or as soon after that date as possible. The time and location of the annual meeting will be designated by the Chair of the Board.
- E. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 8. Public Notice. Public notice of any meeting of the Board or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

Section 9. Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting in advance, specifying the agenda item about which they wish to speak. Public comment will be limited to three minutes per person.

Section 10. Quorum and Voting. A majority of the Board will constitute a quorum for the transaction of business. The act of a majority of the directors present at a meeting at which a quorum is present will be the act of the Board unless a greater number is required by these bylaws or by law.

Section 11. Participation by Electronic Means. Members of the Board may participate in a meeting by conference, telephone, or similar communications means provided all persons

participating in the meeting are able to communicate with each other.

Section 12. Chair and Vice-Chair of the Board. The Board shall have a Chair and Vice-Chair who serve as officers of the Board.

- A. **Chair.** The Chair of the Board will be selected by the President of UCF and must be a member of the Board. The Board Chair will:
 - 1. Preside at the meetings of the Board. The Board Chair or designee will prepare the agenda for all meetings of the Board.
 - 2. Sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board.
 - 3. Perform all duties as the Board will designate and may delegate certain duties with the Board's approval.
 - 4. Perform other duties as are necessarily incident to the office of the Board Chair.
- B. **Vice Chair.** The Vice Chair will be elected by the Board of Directors to serve as its Vice Chair and must be a member of the Board. The Vice Chair will assume the Chair's duties in the Chair's absence or incapacity and perform such duties as are assigned by the Chair.
- C. **Term of Board Officers.** Officers of the Board will serve for three years or until their successor is duly selected or elected. Any such selected or elected Board officer may serve successive terms.
- D. **Removal.** The Board may remove any Board officer at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.
- E. **Vacancies.** In the event of absence, inability, or refusal to act of the Chair the President of UCF will select another member of the Board to serve as Chair. In the event of absence, inability, or refusal to act of the Vice Chair the Board will elect a new Vice Chair no later than its next regular meeting.

ARTICLE III. OFFICERS OF THE CORPORATION

Section 1. Officers. The officers of the corporation will be non-members of the Board and will be as follows:

- A. Chief Executive Officer (CEO) who will be appointed by the University President.
- B. Secretary, who will be appointed by the CEO.
- C. Treasurer, who will be appointed by the CEO, in consultation with the Chair Financial Officer of the University.

D. Other officers as may be appointed by the CEO.

Section 2. Term of Corporate Officers. The term of office for Corporate Officers designated pursuant to section 1, if any, will commence when appointed at the annual meeting of the Board for three years or until their successor is duly designated. Any such designated officer may serve successive terms.

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

- A. CEO. The CEO will be the chief executive officer of the corporation, will have general and active management of the business and affairs of the corporation, subject to the directions of the Board, and, in the absence of a Chair or Vice Chair of the Board, will preside at all meetings of the Board
- B. Secretary. The duties of the Secretary will be responsible for the following permanent records:
1. Accurate minutes of the proceedings of all meetings of the Board and maintain a permanent record of the actions of the Board and committees.
 2. A copy of the Articles of Incorporation and bylaws of the corporation and all amendments.
 3. Make available the seal of the Corporation, if necessary, and affix it to official documents, records and papers as may be required.
 4. An accurate list of all members of this Corporation and their respective terms of service.
- C. Treasurer. The Treasurer will oversee the fiscal affairs of the corporation. The duties of the Treasurer include assuring that adequate provision is made for the care and custody of all the assets of the corporation.
- D. Secretary and Treasurer. The offices of Secretary and Treasurer may be held by a single person.

Section 4. Removal. The CEO may remove any corporate officer at any time whenever the best interests of the corporation would be served.

Section 5. Vacancies. In the event of absence, inability, or refusal to act of any of the appointed, or designated officers of the corporation, the CEO, except as otherwise provided for in these bylaws and subject to University Regulation 4.034, will appoint a successor or successors to perform the duties of their respective offices subject to UCF policies, regulations and applicable law.

**ARTICLE IV.
COMMITTEES**

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

**ARTICLE V.
DIRECT SUPPORT ORGANIZATIONS**

Section 1. Governing Authority. The corporation operates as a Direct Support Organization (DSO) for the University of Central Florida as defined by Florida statute. DSOs are certified by the University of Central Florida Board of Trustees and follow Florida law, the policies and procedures established by the State University System of Florida, the University of Central Florida and the Board of Trustees.

Section 2. Fiscal Year. The fiscal year of the corporation will begin on July 1 and end on June 30 of the following year.

**ARTICLE VI.
NONDISCRIMINATION**

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

**ARTICLE VII.
AMENDMENTS**

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

**ARTICLE VIII.
OPERATIONAL PROVISIONS**

Section 1. Contracts. Contracts for the activities of this corporation will be signed in the name of

the corporation by the Board Chair except as otherwise delegated.

Section 2. Financial Audits and Reports. The corporation will annually have a financial audit of its accounts and records conducted by an independent certified public accountant in accordance with the applicable rules adopted by the Auditor General and by the BOT, which will be forwarded to the BOT for review and oversight and to the Board of Governors and Auditor General.

Section 3. Compensation and Employment. The directors and officers of this corporation, except those otherwise employed by the corporation or UCF, will not receive any compensation from this corporation for their services as director or officer.

- A. Directors, officers, and employees of this corporation may be reimbursed from funds of the corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties, provided the reimbursements or expenditures comply with Florida Statutes Sections 1004.28 and 1012.976.
- B. Personnel employed by this corporation will not be considered employees of the State of Florida by virtue of employment by this corporation.
- C. The corporation will provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin. Personal services provided to the organization must comply with Section 1012.976, Florida Statutes.

Section 4. Travel Expenses. The corporation will not use state funds for travel expenses.

Section 5. Indemnification. Pursuant to Sections 607.0850 and 617.0831, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the corporation, by reason of the fact that he or she is or was a Director or Officer of the corporation) shall be indemnified against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The corporation shall have the authority to purchase insurance for this purpose.

Authorization of Indemnification. Any indemnification hereunder shall be made by the corporation only upon a determination that indemnification of the Director or Officer is proper in a specific case because he or she has met the standard of conduct set forth in the previous paragraph of this Section 5. Such determination shall be made by the Board by a majority vote of a quorum consisting of directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which Directors who are parties may participate) consisting solely of two (2) or more Directors not at the time parties to the action, suit or proceeding or by a committee comprised of

individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which Directors who are parties may participate).

Section 6. Ethics and Financial Disclosure. It is the duty of each Director and Officer to fully comply with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 7. Insurance. The corporation will keep in force a blanket surety bond, or directors and officers liability insurance, or other general liability insurance, the adequacy of which will be determined by the Board, or a Committee designated by the Board, to assure that each officer and employee who is authorized to collect, hold, or disburse funds of the corporation will faithfully discharge their duties.

Section 8. Rules. These bylaws govern the transaction of business for this Board of Directors. To the extent that the bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

Section 9. Confidential and Exempt Public Records. Under Florida Statutes 1004.28(5)(b), other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the BOT, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

ARTICLE IX. CONFLICT OF INTEREST

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

I CERTIFY these Fourth Amended and Restated Bylaws were approved by majority vote of the Board of Directors on April 21, 2022, UCF Governance Committee, on May 25, 2022, and Board of Trustees on May 26, 2022.

Secretary

Amendment History

Original: 02.07.2006

Amended: 06.03.2016

Second Amendment: 01.13.2018

Third Amendment: 10.01.2019

Fourth Amendment: 07.01.2022

**UCF STADIUM CORPORATION
FOURTH AMENDED & RESTATED BYLAWS**

**ARTICLE I.
MEMBERS, PURPOSE, MISSION AND OFFICE**

Section 1. Members. The corporation will have no members and will be managed by the Board of Directors.

Section 2. Purpose and Mission. The corporation is organized and operated exclusively to receive, hold, invest, and administer property, including both real property and intellectual property, and to make expenditures to or for the benefit of the University of Central Florida and shall be subject to the oversight and control of the University of Central Florida Board of Trustees. The corporation is a Florida not for profit corporation and a university direct-support organization within the definition of Section 1004.28, Florida Statutes.

The corporation may hold any property, or any undivided interest therein, without limitation as to amount or value; may dispose of any such property and invest, reinvest or deal with the principal or the income in such manner as, in the judgment of the corporation's board of directors, will best promote the purposes of the corporation without limitation, except such limitations, if any, as may be contained in the instrument under which such property is received, the Articles of Incorporation, the bylaws of the corporation or any applicable laws or rules.

Section 3. Office. The principal Office of the corporation will be located at 4365 Andromeda Loop North, Suite 384, Orlando, Orange County, Florida 32816.

**ARTICLE II.
BOARD OF DIRECTORS**

Section 1. Directors. The corporation's Board of Directors shall consist of not less than three and not more than five voting members and will consist of:

- A. The President of the University of Central Florida, or designee,
- B. At least one University of Central Florida Board of Trustees (BOT) representative appointed by the Chair of the BOT,
- C. Additional representatives appointed by the University President.

The BOT will approve all appointments to the Board of Directors other than the BOT Chair or designee and the University President or designee.

Section 2. Term of Office. Members of the Board will serve as directors of the corporation for three-year terms. Terms will begin on the date of appointment and end June 30 (or July 1 through June 30, whichever applies). If filling a vacancy, the term ends at previous member's term.

Section 3. Vacancies. Whenever any vacancy occurs in the Board of Directors by death, resignation, or otherwise, it will be filled without undue delay. Any person appointed or designated to fill a vacancy in the Board of Directors will hold office for the unexpired term of his or her predecessor in office.

Section 4. Removal. The University President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board of Directors may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.

Section 5. Resignation. A Director may resign at any time by submitting a written resignation to the Chair.

Section 6. Powers and Duties. So long as certified by the Board of Trustees the property, affairs, activities, and concerns of the corporation are vested in the Board of Directors subject to the Articles of Incorporation, bylaws, applicable laws, guidelines and policies and regulations. All management functions will be exercised by the Board of Directors subject to its delegation. The powers and duties of the Board of Directors are as follows:

- A. To discharge faithfully all the duties imposed upon it by the Articles of Incorporation and bylaws.
- B. To meet upon the call of the Board Chair, the Board Vice Chair, the CEO of the corporation or any two directors.
- C. To select a bank or banks or other depositories for the deposit of the funds and securities of the corporation; and to cause the corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board of Directors.
- D. To cause an audit of the books and records of this corporation to be made at least once each fiscal year together with a management letter, including the response from management, if required, conducted by a firm of independent Certified Public Accountants selected in accordance with University Policy 2-208, whose engagement letter will provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board of Directors.
- E. To hold and to invest and reinvest any monies it receives and to hold any property, to sell

or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, will be used to further the specific purposes of the corporation.

- F. To authorize the CEO, other Officers, and the corporation's senior management to take action(s) as directed by the Board.
- G. To borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board, subject to Florida law, the policies of the University of Central Florida, its Board of Trustees and the Florida Board of Governors.
- H. To annually approve the corporation's operating budget as well as any material changes to the budget, and then submit the budget to the University of Central Florida Board of Trustees for approval.
- I. To annually submit to the University of Central Florida Board of Trustees and the Board of Governors its federal Internal Revenue Service Return of Organization Exempt from Income Tax filing (Form 990).

Section 7. Meetings of the Board. The Board Chair will preside at meetings of the Board of Directors. In the absence of the Board Chair, the Vice Chair will preside.

- A. Regular meetings of the Board of Directors will be held as determined by the Board of Directors. Written notice of the time and place of the annual meeting and regular meetings will be provided to each director, by personal delivery, first class mail, electronic mail or board portal notice, at least three (3) business days before the meeting.
- B. Special meetings of the Board of Directors may be called by the Board Chair, Vice Chair, CEO, or upon the written request of two (2) members of the Board of Directors. At least three (3) business days prior written notice of any special meeting will be provided to all members of the Board of Directors by personal delivery, first class mail, electronic mail or board portal notice.
- C. Proxies, general or special, will not be accepted for any purpose in the meetings of the Board of Directors.
- D. The annual meeting of the Board will be held before the end of the Corporation's fiscal year, or as soon after that date as possible. The time and location of the annual meeting will be designated by the Chair of the Board.
- E. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a

meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 8. Public Notice. Public notice of any meeting of the Board or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

Section 9. Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting in advance, specifying the agenda item about which they wish to speak. Public comment will be limited to three minutes per person.

Section 10. Quorum and Voting. A majority of the Board of Directors will constitute a quorum for the transaction of business. The act of a majority of the directors present at a meeting at which a quorum is present will be the act of the Board of Directors unless a greater number is required by these bylaws or by law.

Section 11. Participation by Electronic Means. Members of the Board of Directors may participate in a meeting by conference, telephone, or similar communications means provided all persons participating in the meeting are able to communicate with each other.

Section 12. Chair and Vice-Chair of the Board. The Board of Directors shall have a Chair and Vice-Chair serve as officers of the Board.

- A. **Chair.** The Chair of the Board will be selected by the President of UCF and must be a member of the Board. The Board Chair will:
 - 1. Preside at the meetings of the Board of Directors. The Board Chair or designee will prepare the agenda for all meetings of the Board of Directors.
 - 2. Sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board of Directors.
 - 3. Perform all duties as the Board of Directors will designate and may delegate certain duties with the Board of Directors' approval.
 - 4. Perform other duties as are necessarily incident to the office of the Board Chair.
- B. **Vice Chair.** The Vice Chair will be elected by the Board of Directors to serve as its Vice Chair and must be a member of the Board. The Vice Chair will assume the Chair's duties in the Chair's absence or incapacity and perform such duties as are assigned by the Chair.
- C. **Term of Board Officers.** Officers of the Board will serve for three years or until their successor is duly selected or elected. Any such selected or elected Board officer may serve successive terms.
- D. **Removal.** The Board of Directors may remove any Board officer at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.

- E. Vacancies. In the event of absence, inability, or refusal to act of the Chair the President of UCF will select another member of the Board to serve as Chair. In the event of absence, inability or refusal to act of the Vice Chair the Board will elect a new Vice Chair no later than its next regular meeting.

ARTICLE III. OFFICERS OF THE CORPORATION

Section 1. Officers. The officers of the corporation will be non-members of the Board and will be as follows:

- A. Chief Executive Officer (CEO) appointed by the University President and who will be a Vice President that is responsible for Administration and Finance of the University of Central Florida
- B. Secretary, who will be appointed by the CEO
- C. Treasurer, who will be appointed by the CEO in consultation with the Chair
- D. Other officers as may be appointed by the CEO

Section 2. Term of Corporate Officers. The term of office for Corporate Officers will commence when designated or appointed and continue for three years or until their successor is duly designated or appointed. Any such designated or appointed officer may serve successive terms.

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

- A. CEO. The CEO will be the chief executive officer of the corporation, will have general and active management of the business and affairs of the corporation, subject to the directions of the Board of Directors, and, in the absence of a Chair or Vice Chair of the Board of Directors, will preside at all meetings of the Board of Directors.
- B. Secretary. The Secretary will be responsible for the following permanent records:
 1. Accurate minutes of the proceedings of all meetings of the Board of Directors and maintain a record of the actions of the Board of Directors and committees.
 2. A copy of the Articles of Incorporation and bylaws of the corporation and all amendments.
 3. Make available the seal of the Corporation, if necessary, and affix it to official documents, records and papers as may be required.
 4. An accurate list of all members of this Corporation and their respective terms of service.

C. **Treasurer.** The Treasurer will oversee the fiscal affairs of the corporation. The duties of the Treasurer include assuring that adequate provision is made for the care and custody of all the assets of the corporation.

Section 4. Removal. The CEO may remove any corporate officer at any time whenever the best interests of the corporation would be served.

Section 5. Vacancies. In the event of absence, inability, or refusal to act of any of the appointed, or designated officers of the corporation, the CEO, except as otherwise provided for in these bylaws and subject to University Regulation 4.034, will appoint a successor or successors to perform the duties of their respective offices.

ARTICLE IV. COMMITTEES

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

ARTICLE V. DIRECT SUPPORT ORGANIZATIONS

Section 1. Governing Authority. The corporation operates as a Direct Support Organization (DSO) for the University of Central Florida as defined by Florida statute. DSOs are certified by the University of Central Florida Board of Trustees and follow Florida law, the policies and procedures established by the State University System of Florida, the University of Central Florida and the Board of Trustees.

Section 2. Fiscal Year. The fiscal year of the corporation will begin on July 1 and end on June 30 of the following year.

ARTICLE VI. NONDISCRIMINATION

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

ARTICLE VII. AMENDMENTS

These bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board of Directors present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the University of Central Florida Board of Trustees in accordance with University Regulation prior to becoming effective.

ARTICLE VIII. OPERATIONAL PROVISIONS

Section 1. Contracts. Contracts for the activities of this corporation will be signed in the name of the corporation by the Board Chair except as otherwise delegated.

Section 2. Financial Audits and Reports. The corporation will annually have a financial audit of its accounts and records conducted by an independent certified public accountant in accordance with the applicable rules adopted by the Auditor General and by the BOT, which will be forwarded to the BOT for review and oversight and to the Board of Governors and Auditor General.

Section 3. Compensation and Employment. The directors and officers of this corporation, except those otherwise employed by the corporation or UCF, will not receive any compensation from this corporation for their services as director or officer.

- A. Directors, officers, and employees of this corporation may be reimbursed from funds of the corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties, provided the reimbursements or expenditures comply with Florida Statutes Sections 1004.28 and 1012.976.
- B. Personnel employed by this corporation will not be considered employees of the State of Florida by virtue of employment by this corporation.
- C. The corporation will provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin. Personal services provided to the organization must comply with Section 1012.976, Florida Statutes.

Section 4. Travel Expenses. The corporation will not use state funds for travel expenses.

Section 5. Indemnification. Pursuant to Sections 607.0850 and 617.0831, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the corporation, by reason of the fact that he or she is or was a Director or Officer of the corporation) shall be indemnified against expenses

(including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The corporation shall have the authority to purchase insurance for this purpose.

Authorization of Indemnification. Any indemnification hereunder shall be made by the corporation only upon a determination that indemnification of the Director or Officer is proper in a specific case because he or she has met the standard of conduct set forth in the previous paragraph of this Section 5. Such determination shall be made by the Board by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which Directors who are parties may participate) consisting solely of two (2) or more Directors not at the time parties to the action, suit or proceeding or by a committee comprised of individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which Directors who are parties may participate).

Section 6. Ethics and Financial Disclosure. It is the duty of each Director and Officer to fully comply with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 7. Insurance. The corporation will keep in force a blanket surety bond, or directors and officers liability insurance, or other general liability insurance, the adequacy of which will be determined by the Board, or a Committee designated by the Board, to assure that each officer and employee who is authorized to collect, hold, or disburse funds of the corporation will faithfully discharge their duties.

Section 8. Rules. These bylaws govern the transaction of business for this Board of Directors. To the extent that the bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

Section 9. Confidential and Exempt Public Records. Under Florida Statutes 1004.28(5)(b), other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the Board of Trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

**ARTICLE IX.
CONFLICT OF INTEREST**

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

I CERTIFY these Fourth Amended and Restated Bylaws were approved by the Board of Directors on April 25, 2022, the BOT Governance Committee on May 25, 2022, and by the University of Central Florida Board of Trustees on May 26, 2022.

Secretary

Amendment History:

Original: 02.07.2006

Amended: 06.03.2016

Second Amendment: 01.13.2018

Third Amendment: 10.01.2019

Fourth Amendment: July 1, 2022



BOARD OF TRUSTEES
May 26, 2022

GOV-2: Appointment of Board Members to UCF Athletics Association, UCF Convocation Corporation, UCF Foundation, and UCF Limbitless Solutions, Inc., Boards of Directors

Information Discussion Action

Meeting Date for Upcoming Action:

Purpose and Issues to be Considered:

Florida Statutes section 1004.28(3) requires the Board of Trustees to approve all appointments to direct support organizations, except for the designees of the Board Chair and the President of the University of Central Florida (President).

The UCF Direct Support Organizations listed below are presenting new board member appointments and reappointments for terms of service pursuant to their bylaws. Additionally, the Board Office, supported by the Direct Support Organization (DSO) Board Office, led a comprehensive review of all DSO Board members and their respective terms. Through this review it was determined that two terms had lapsed, and two new appointments were outstanding in receiving Board of Trustees approval. To ensure oversight of term cycles for Presidential Appointments to all DSO Boards, the Board Office will hold the responsibility of facilitating Presidential appointments, including the documentation and verification of BOT approval back to the DSO.

UCF Athletics Association (3-year Term) | Attachment A

Phyllis Klock (Reappointment; July 1, 2022-June 30, 2025)
Bill Self (Reappointment; July 1, 2022-June 30, 2025)

UCF Convocation Corporation (3-Year Term) | Attachment B

Manoj Chopra (Reappointment; July 1, 2022-June 30, 2025)

UCF Foundation Board (4-Year Term) | Attachment C

Tandrea Bellamy (New Appointment; July 1, 2022-June 30, 2026)
Clint Bullock (Reappointment; July 1, 2022-June 30, 2026)
Brian Butler (Reappointment; July 1, 2022-June 30, 2026)
Cathy Engelman (Reappointment; July 1, 2022-June 30, 2026)
Heather Pigman (New Appointment; July 1, 2022-June 30, 2026)
Chris Tomasso (Reappointment; July 1, 2022-June 30, 2026)
Roger Zlotoff (New Appointment; July 1, 2022-June 30, 2026)

UCF Limbitless Solutions, Inc. (2-Year Term) | Attachment D

Albert Francis III (New Appointment; January 2, 2021-June 30, 2023)
Sheila Amin Gutiérrez de Piñeres (New Appointment; January 2, 2021-June 30, 2023)

Attachments A-D include supporting documentation for each Board appointment.



Background Information:

UCF DSOs are 501(c)(3) non-profit corporations and are certified as a direct support organization of the University of Central Florida. DSOs are organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures in a manner consistent with the goals of the University and the best interest of the State.

Recommended Action:

Approval of the board member appointments to the UCF Athletics Association, Inc., UCF Convocation Corporation, UCF Foundation and UCF Limbitless Solutions, Inc. DSO Boards for the terms specified above and in Attachments A-D.

Alternatives to Decision:

Decline approval of the appointments or provide alternative recommendations.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Florida Statute 1004.28(3)

University Regulation UCF-4.034(3)(c)

Contract Reviewed/Approved by Attorney Liaison N/A

Chair of the Board/Committee has approved adding this item to the agenda

Submitted by:

Karen Monteleone, Assistant Vice President for Board Relations

Supporting Documentation:

Attachment A: UCF Athletics Association Board Appointments

Attachment B: UCF Convocation Corporation Board Appointment

Attachment C: UCF Foundation Board Appointments

Attachment D: UCF Limbitless Solutions, Inc. Board Appointments

Facilitators/Presenters:

Mike Kilbride, Executive Chief of Staff

Karen Monteleone

UCF Athletics Association, Inc.



Phyllis A. Klock

**President and Chief Operating Officer of
CompBenefits Corporation (Retired)**

UCF Athletics Board of Directors

Reappointment; 3-year Term

7/1/2022 – 6/30/2025

Other DSO Affiliations:

UCF Academic Health Board of Directors

*Director Emeritus (non-voting), UCF Foundation Board
Academic*

Phyllis A. Klock is a retired President and Chief Operating Officer of CompBenefits Corporation. A dental and vision benefits company serving five million members in the US South and Midwest, CompBenefits grew to over \$350 million in revenues by the time of its sale to Humana in 2006. A Charter Member of the Board of Trustees of the University of Central Florida, Phyllis served the university in this capacity from 2001 to 2012 and was named as a Trustee Emerita in 2012. In 2014 she was honored as Doctor of Commercial Sciences. Phyllis continues to be very involved with UCF as the Past Chair of the UCF Foundation Board and current Chair of its Governance Committee, Board Member and Member of the Executive Committee of the UCF Athletics Association, Past President of the Town & Gown Council, and Past Chair of the Central Florida Wesley Foundation. She also serves as Board Member – Bridgewater State University Foundation, Board Member and Secretary of the Laity Council of Asbury United Methodist Church, Board Member for Agua Viva Serves, member of the Board of Higher Education and Campus Ministry of the Florida Conference of the United Methodist Church, member of the Board of Directors of the Florida United Methodist Foundation, volunteer at Hungerford Elementary School in Eatonville, and Reading Pals volunteer at Three Points Elementary School.

UCF Athletics Association, Inc.



William Self, PhD

Professor of Medicine and Associate Director of Undergraduate Affairs, Burnett School of Biomedical Sciences

UCF Athletics Board of Directors

Reappointment; 3-year Term

7/1/2022 – 6/30/2025

Other DSO Affiliations: N/A

Dr. Bill Self currently serves as the Chair of the Advisory Council of Faculty Senates. Dr. Self is a Professor of Medicine in the Burnett School of Biomedical Sciences where he also serves as the Associate Director of Undergraduate Affairs. The Burnett School is an interdisciplinary School that offers graduate and undergraduate programs across the areas of Molecular Microbiology, Neuroscience, Molecular and Cellular Biology, Biotechnology and Cancer research. Burnett School is part of the UCF College of Medicine, itself established just over 10 years ago, and the School serves as the major research active unit in the College.

Bill received his Bachelor of Science in Microbiology (Magna Cum Laude) from the University of Florida in 1993, followed by his Ph.D. in 1998 in which he studied the role of molybdenum in the transcriptional regulation of genes involved in energy metabolism in *Escherichia coli* under the guidance of Dr. K. T. Shanmugam. After finishing his Ph.D., he was awarded a post-doctoral fellowship at the National Heart, Lung and Blood Institute under the guidance of Dr. Thressa C. Stadtman (NAS member) in Bethesda, Maryland. At the NIH he studied anaerobic microbiology and biochemistry under Dr. Stadtman in the Laboratory of Biochemistry to help build a solid foundation for future independent research in the areas of both bacterial genetics and biochemistry.

Since arriving at UCF in 2003 he has continued studies of genetics and biochemistry of metalloenzymes from clostridia, especially *Clostridioides difficile*, but also expanded his research to include research in catalytic nanomaterials (cerium oxide nanoparticles) in collaboration with a leading material scientist, Dr. Sudipta Seal, at UCF. Dr. Self has 74 publications including primary research articles, reviews and book chapters and his work has been highly cited in recent years (H-index of 43 with over 9500 citations). He has given 14 invited talks at national/international conferences and Universities in the past 8 years, served as a panel chair twice at international conferences and served on twelve NIH study sections and six NSF study sections since 2009. He has authored/co-authored over 120 conference presentations alongside students he has mentored and been awarded eight patents (with two more still pending) since 2009. Three of these patents were licensed in 2018.

Besides his extensive research and service to the profession, Dr. Self has also been heavily involved in service to UCF, including serving for seven years on Senate Joint Committees and Councils and eight years as a Faculty Senator for the College of Medicine. Dr. Self served as Chair of the Undergraduate council for two years, a council that oversees all undergraduate curriculum and policies at UCF. He also served as a Provost Faculty Fellow under Dale Whittaker when he was Provost in 2015-2016. He served for three years as the Chair of the Faculty Senate at UCF, and likewise for three years as a member of the UCF Board of Trustees. These three years (2017-2020) were arguably the most challenging times that UCF has seen in its short history as an institution, and this experience was both challenging and rewarding.

He and his wife of 26 years, Marianne, also spend quite a bit of time with their four sons. Matthew and Ryan are current undergraduate students at the University of Florida, Michael is an undergraduate student at Florida State University, and Zach (UF alum) begins medical school at UCF this Fall.

UCF Convocation Corporation



Manoj Chopra, PhD

Professor of Engineering and Associate Dean of Academic Affairs, College of Engineering and Computer Science

UCF Convocation Corporation Board of Directors

Reappointment; 3-year Term

7/1/2022 – 6/30/2025

Other DSO Affiliations:

- Limbitless Solutions, Inc. Board of Directors

Dr. Manoj Chopra is a Professor of Civil Engineering and serves as the Associate Dean of Academic Affairs in the College of Engineering and Computer Science. He currently leads all academic operations of the college and on the dean's cabinet. His office handles all student advising, faculty teaching, scholarships, degree conferment, space, and facilities for the college. Chopra is also a program evaluator for ABET, the Accreditation Board for Engineering and Technology and led the recent successful ABET review of all 12 programs in the college. Chopra has held numerous leadership positions in the college and for the university since joining UCF in 1993. Chopra served as the Chair of the UCF Faculty Senate and member of the UCF Board of Trustees from 2005 to 2009. Subsequently, he was elected by his peers to serve as the faculty representative on the Florida Board of Governors responsible for all 12 state universities. He has served on the UCF Athletics Association Board of Directors and is currently a member of the UCF Convocation Corporation Board of Directors. He was a member of the UCF Presidential Search Committee in 2017 and co-chaired the search for the Vice President of Facilities and Business Operations. He has also been appointed as the Associate Chair for the Civil Engineering Department and as director of the UCF Stormwater Management Academy. He served as the university's Lead for Research Space for the UCF Office of Research, working on solutions and strategies for the optimal use of limited research space on all UCF campuses. In 2014, he was selected as one of two UCF Provost Faculty Fellows to conceptualize and implement the UCF Faculty Cluster Initiative, a university-wide research effort to leverage UCF's existing strengths with interdisciplinary teams. President John Hitt appointed him as the NCAA Faculty Athletics Representative for UCF in 2012.

His research areas include the study of sinkholes, behavior of soils, soil erosion and sediment control, and sustainable pavements. He has conducted more than \$6 million of sponsored research and has 75+ publications with his students. He shared the 2001 Excellence in Environmental Engineering award by NASA for his patented work in innovative groundwater cleanup techniques. His professional assessment and research on sinkholes have received extensive media coverage in Central Florida and nationally. He has also received four Teaching Incentive Program (TIP) awards, the UCF Excellence in Undergraduate Teaching, and the UCF Excellence in Faculty Advising.



Advancement



Tandreia Q. Bellamy '98

TB Supply Chain Consulting LLC - Founder

First Term Elected Director

New Appointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Tandreia Q. Bellamy is a retired vice president of SCS (Supply Chain Solutions) Engineering at UPS in Alpharetta, Georgia. In this position, she directed all industrial engineering activities related to service improvement and cost reduction for the business unit's key product offerings: distribution, service parts logistics, mail innovations, and air/ocean freight forwarding.

In her nearly 35 years with UPS, she has held numerous management roles with the company. Prior to her supply chain roles at UPS, she was the west region vice president of Engineering, overseeing operations in 25 U.S. western states. She began her UPS career in 1986 as a part-time package handler while completing her undergraduate degree, and afterwards held various engineering and operations positions in Orlando and Atlanta.

Bellamy began a supply chain consulting business in October 2021.

In 2006, Ms. Bellamy was named Business Advisor of the Year by INROADS of Minneapolis-St. Paul, and in 2009 she was recognized as a Technology All-Star at the Women of Color STEM conference.

Ms. Bellamy was interviewed on Supply Chain Now Radio (for the second time) in 2019 and she was asked about her education at UCF. She told the interviewers that she chose to attend UCF because it was a hidden gem at the time, and she spoke highly of CECS among many of the programs and initiatives that are different from other schools. She mentioned the various partnerships with the engineering firms and other businesses, as well as Limbitless.

<https://www.youtube.com/watch?v=D8b29Gtm-II>

Ms. Bellamy is a 1998 UCF alumna with a MS in Industrial Engineering. In addition to her UCF education, Ms. Bellamy earned her undergraduate degree in Industrial Engineering and Management Systems at Stanford University in 1989. She also holds a master's certificate in Project Management from George Washington University.



Advancement



Clint Bullock

Orlando Utilities Commission – CEO

Second Term Elected Director

Reappointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Clint Bullock is Chief Executive Officer and General Manager of the Orlando Utilities Commission (OUC). In this role, Bullock heads OUC's department responsible for delivery of power and water. Clint served as Vice President of the Energy Delivery unit and Vice President of Strategic Planning prior to this role. Clint received his bachelor's degree in Marketing from the University of Central Florida in 1995.

Clint is married to fellow UCF graduate Deborah Slone Bullock. Deborah graduated from UCF in 1994 and is a Marketing Executive at Martin Federal Credit Union. The couple has 3 children together. They have been football and basketball season ticket holders since 2006 and attend many alumni events. Clint has served as a board member for Ronald McDonald House of Central Florida and the UCF Alumni Board.



Advancement



Brian Butler

JCB Construction, Inc. – President & CEO

Second Term Elected Director

Reappointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Brian Butler is a lifelong resident of Central Florida with a varied business background in sales, marketing, and operations. He serves as President/CEO of JCB Construction, Inc. a family-owned company that specializes in site development and construction management.

Brian received a B.A. degree in Business Economics from Brown University, Providence, RI and an MBA from Duke University, Durham, NC.

His current civic and professional organization involvement includes Associated Builders & Contractors (ABC), Past Chair; Central FL Foundation, Edyth Bush Charitable Foundation; National Association of Minority Contractors (NAMC), Past Chair; and Orlando Economic Partnership. Brian is also on the Stetson University Board of Advisors.

Brian's professional accolades include recognition by Florida Trend as one of Florida's most influential executives (2020). The Orlando Business Journal also honored Brian as one of Orlando's "Most Influential Businessman" (2006) for his efforts to better both his company and the community.

Brian is married to Cathy Brown-Butler, an active member of Town and Gown Council. The couple have two sons in college, Michael James "M.J." and Andrew.



Advancement



Cathy Engelman

Community Leader

Second Term Elected Director

Reappointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Cathy McCaw-Engelman worked much of her life in home health care management, prescription management and medical translation and, for more than a decade, owned Optimal Translation and Transportation Services, providing translation and transportation to clients nationwide. Since retiring in 2011, she has remained involved in the wellbeing of others through philanthropy. She is a member of the Orlando Museum of Art's Council of 101 and, in 2017, established the Catherine McCaw-Engelman and Family Cancer Research Collaborative Fund in honor of her sister who lost a battle with cancer earlier that year.



Advancement



Heather A. Pigman '94, J.D.

Hollingsworth LLP - Partner

First Term Elected Director

New Appointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Heather A. Pigman has broad experience in the defense of complex civil litigation, including class actions, consolidated proceedings, and high value/high profile litigation involving toxic tort, pharmaceutical, tobacco, medical device, RICO, personal injury, and consumer protection cases. As a part of her practice, she has successfully led litigation and appellate teams opposing class certification or the other consolidated treatment of claims. She has authored several publications addressing various class certification and serial or mass action litigation issues.

In addition to her defense of consolidated claims, Ms. Pigman has substantial experience defending clients in other complex litigation. She has developed litigation strategies for serial or complex cases nationwide from pre-trial proceedings through trial and appeal. Her experience includes the successful resolution of personal injury claims involving pharmaceuticals, medical devices, and other consumer products at all stages of the process. She has worked on every aspect of trial preparation, argued significant dispositive motions, taken expert and fact depositions, drafted Daubert and other motions, and participated in defending clients at trial.

Ms. Pigman also has substantial experience presenting, defending, and preparing expert witnesses in highly specialized fields, including multiple scientific disciplines, product marketing, and damages. She routinely works with cross-disciplinary teams to formulate and coordinate medical and scientific defenses for large scale litigation matters. As a part of her medical and scientific endeavors, Ms. Pigman also regularly reviews various medical and scientific journals to identify potential litigation issues of interest to Firm clients.

Ms. Pigman earned her juris doctorate degree from The American University, Washington College of Law in 1997, *summa cum laude*. While at Hollingsworth, Pigman was honored by the Washington Legal Foundation for her publication in asbestos and toxic torts. She is a 1994 alumna of UCF and graduated *summa cum laude* with a degree in History.



Advancement



Chris Tomasso '93

First Watch Restaurants, Inc. – CEO

Second Term Elected Director

Reappointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Chris Tomasso was named Chief Executive Officer of First Watch Restaurants, Inc. in June of 2018 after serving as President since December of 2015 and Chief Marketing Officer from 2006 to 2015. Chris brings more than 22 years of restaurant industry experience to the role, including executive leadership positions at both large-scale public and private domestic and international multi-unit concepts.

Since joining First Watch in 2006, Chris has led many strategic initiatives that have driven First Watch's industry-leading growth, including the development and execution of a comprehensive multi-year re-branding strategy. During his tenure, First Watch has grown from about 50 restaurants to more than 400 through a well-orchestrated mix of organic growth and acquisition, while delivering double-digit annualized sales growth.

Chris earned a B.A. from the University of Central Florida in Orlando and is an active alumnus who currently serves on the University of Central Florida Foundation Board of Directors. He was inducted into the university's Nicholson School of Communication and Media Hall of Fame in 2016.



Advancement



Roger I. Zlotoff '86

Uniprop Inc. - President

First Term Elected Director

New Appointment; 4-Year Term

7/1/2022 – 6/30/2026

Other DSO Affiliations: N/A

Roger I. Zlotoff is President of Uniprop, Inc., a 40-year-old private company that invests in real estate and private equity. Founded in 1974 and headquartered in Birmingham, Michigan, Uniprop specializes in the acquisition, development, and management of a variety of commercial and residential real estate properties as well as North American companies. Their current real estate portfolio consists of properties located in 14 states and is valued at \$500 million. Private equity investments are an eclectic mix of businesses, including portable storage container leasing, rail services and distribution, food processing, and experiential sports and entertainment properties.

Mr. Zlotoff started his career as a corporate banker for First Union National Bank, serving from 1988-1994. He held director positions at Sterling Finance International (1994-1997) and Vistana, Inc. (1997-1999) in Orlando before joining Uniprop as vice president in 1999.

Mr. Zlotoff is a 1986 UCF alumnus with a degree in Philosophy. He has been engaged with the university for several years and has a passion for UCF Athletics.

Attachment D

UCF Limbitless Solutions, Inc.



Albert (Bert) Francis III, CPA

University Treasurer and Assistant Vice President of Debt Management

Limbitless Solutions, Inc. Board of Directors

New Appointment; 2-year Term

1/2/2021 – 6/30/2023

Other DSO Affiliations: N/A

Bert Francis currently serves as the University Treasurer and Assistant Vice President of Debt Management for the University of Central Florida. Bert has over 18 years of GASB finance and accounting experience and previously served as the Controller for four of the University's Direct Support Organizations. Those organizations include the UCF Convocation Corporation which manages a budget of over \$30 million for the UCF Arena, the UCF Towers housing facilities, and surrounding retail areas; the UCF Stadium Corporation which includes all financial activity relating to UCF's Football Stadium; the UCF Finance Corporation which is a corporation used to facilitate debt related transactions on behalf of the University; and Limbitless Solutions Inc. which primarily develops innovative 3D prosthetic limbs for children. Bert graduated from the University of Central Florida with a bachelor's in business administration accounting major in 2005, a master's degree in business administration in 2009, and obtained his Florida CPA license in 2013.

UCF Limbitless Solutions, Inc.



Sheila Amin Gutiérrez de Piñeres, PhD

**Dean of Burnett Honors College,
Professor of Public Administration**

Limbitless Solutions, Inc. Board of Directors

New Appointment; 2-year Term

1/2/2021 – 6/30/2024

Other DSO Affiliations: DSO

Dr. Sheila Amin Gutiérrez de Piñeres is Dean of the Burnett Honors College and professor of public administration. Dr. Piñeres received her PhD in economics from Duke University, MA from the University of Chicago, and BA from Texas A&M University. She joined UCF in May of 2018 following her role as Executive Vice President for Academic Affairs and Dean of Faculty at Austin College in Sherman, TX. Previously, she served as Dean of Undergraduate Education and professor of economics at the University of Texas at Dallas. She is a founding member of the University of Texas System Academy of Distinguished Teachers. She is active nationally with honors education and recently co-founded the Council of Higher Education which serves honors colleges and programs at APLU institutions.



Board of Trustees
May 26, 2022

GOV-3: Approval of Amendments to the University of Central Florida Bonus Plan

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Section 1012.978, Florida Statutes, provides that, notwithstanding Section 215.425(3)(d), Florida Statutes, a university board of trustees may implement a bonus scheme based on awards for work performance or employee recruitment and retention. Florida Board of Governors (BOG) Regulation 9.015 permits each board of trustees to establish and implement one or more bonus plans that authorizes the award of bonuses based on the employee work performance or for purposes of recruitment and retention and has established criteria for such plans. The bonus plan submitted for approval complies with the BOG Regulation 9.015 and, therefore, may be implemented upon approval by the university board of trustees.

To create more clarity and to encompass classes of employees who are not in a benefits-earning position, the University proposes to amend the general eligibility criteria. The University also proposes to remove a sentence that unnecessarily refers back to the general eligibility criteria.

Background Information:

Last year, the Board of Trustees approved a Bonus Plan in conformance with the Board of Governors regulation. The plan was developed to meet the criteria of both the statute and the BOG regulation to provide incentive bonuses including for work performance, recruitment, and retention.

Recommended Action:

Recommend approval of the amendments to the University of Central Florida Bonus Plan.

Alternatives to Decision:

Decline the proposed plan amendments or propose different amendments.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Section 1012.978, Florida Statutes
BOG Regulation 9.015

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda



Board of Trustees

Agenda Memo

Submitted by:

Maureen Binder, Associate Vice President and Chief Human Resources Officer

Supporting Documentation:

Attachment A: University of Central Florida Bonus Plan (redline)

Facilitators/Presenters:

Youndy Cook

Maureen Binder

University of Central Florida Bonus Plan

The University of Central Florida Bonus Plan is designed to comply with Section 1012.978, Florida Statutes, and Florida Board of Governors Regulation 9.015. Pursuant to the Bonus Plan, the University will provide incentive bonuses based on work performance as well as bonuses to address recruitment and retention needs. A bonus is a one-time monetary award given to faculty or staff which is not added to the base salary.

General Employee Eligibility Criteria

To be eligible for any type of bonus, the employee must meet all of the following criteria:

1. Hold a ~~regular, benefits-earning~~ position that is not in a bargaining unit (non-unit).
2. Have a current positive overall performance rating ~~on file with UCF Human Resources~~, generally meaning a rating of “Effective” or “Satisfactory”.
3. Have no disciplinary action on file for the previous twelve (12) months.
4. Be in an employment relationship with the University on the date any bonus is to be paid at the date of implementation.

Types of Bonuses and Evaluation Criteria

This Bonus Plan contemplates three types of bonuses – work performance bonuses, recruitment bonuses, and retention bonuses. Each bonus type is further described below and related evaluation criteria are provided.

1. Work Performance Bonuses

Evaluation Criteria: The evaluation criteria for these bonuses includes, but is not limited to, successful documented work performance involving increased duties/responsibilities, completion of a special project, attainment of established goals, superior performance, or specific achievements or assignments of significance.

Bonuses Falling Within This Category:

A. Performance-Based Employee Recognition Bonus

The UCF Employee Recognition Award Program is intended to recognize and reward documented distinctive and exceptional achievements that go above and beyond an employee's core job duties and significantly contribute to: University initiatives; departmental initiatives and objectives; student success and/or improved student experience; improved operational efficiency; and/or exceptional customer service.

Employee Recognition Awards (a.k.a. “one-time performance pay”) serve to recognize employees for excellence in circumstances such as:

- the successful completion of a special project or assignment with pre-determined goals or performance levels in addition to the employee’s regularly assigned duties.
- assuming additional duties and performing them successfully for a period generally less than six (6) months.
- a documented productivity goal achievement.
- going above and beyond by helping another employee in a specific event or task that has been completed.

B. Incentive Compensation Plan Award

An Incentive Compensation Plan (“ICP”) is a department-specific pre-approved program that provides for a lump-sum award based on successful attainment of

clearly defined objectives. An ICP establishes the award based on eligible faculty or staff's contributions to departmental goals, which typically includes revenue generation and specific targets to be achieved with a pay-out schedule based on achieving the stated goals within the fiscal year. Incentive compensation programs may be appropriate in circumstances such as clinical practice and advancement; must define eligible employees; and must be provided to Human Resources in advance. The general Bonus Plan eligibility requirements listed above apply to any award under an ICP.

Any Faculty Practice Plan incentive compensation programs must operate in accordance with Board of Governors Regulation 9.017 and are authorized upon approval by the Board of Trustees

C. Recognition Awards

Recognition Awards serve to recognize employees for superior performance or specific achievements in designated categories. These awards are generally based on an application or nomination process, with documentation of performance and success. The UCF community gathers each year to honor and recognize distinguished staff and faculty members for their outstanding achievements and years of service through the Service and Recognition Awards. Select employees are recognized with an award for significant achievements (e.g., USPS Employee of the Month, non-unit Pegasus Professor Awards, non-unit Trustee Chair Professorships, College of Medicine awards for teaching and research). Faculty excellence awards are presented during an annual ceremony in categories such as teaching, research/creative activities, service, instructional design, advising/mentorship, and librarianship.

2. Recruitment (Sign on) Bonuses

Evaluation Criteria: The evaluation criteria for these bonuses include, but are not limited to, identification of external candidates with desirable specialized skills and exceptional experience, or where market conditions or departmental structure merit such an award.

3. Retention Bonuses

Evaluation Criteria: The evaluation criteria for these bonuses include, but are not limited to, circumstances to address verified offers of competing employment, address market conditions which are significantly higher than the current salary, ameliorate salary compression or inversion, or acknowledge successful completion of career development training, or certification programs that are in the best interests of the University or support the mission of the University. ~~There must be a positive evaluation on file with UCF Human Resources for the faculty or staff to be eligible for this bonus, as defined by the general Bonus Plan eligibility requirements. The general Bonus Plan eligibility requirements do not apply, except that the employee must be in active pay status at the time of payment of a retention bonus and the employee must not have a disciplinary action within the 12 month period preceding the payment.~~

Bonuses Falling Within This Category:

A. One-Time Payment In Lieu of Salary Increase

A one-time payment in lieu of a salary increase may be made to broad categories of employees where the university's budget cannot reasonably support recurring salary increases but can support one-time payments using non-recurring funds. Such one-time payments enhance retention of valuable workforce members and avoid the cost

to the university of replacing individuals who may leave to seek an increase in salary elsewhere.

B. One-Time Payment for Employee at Top of Range

A one-time payment in lieu of all or part of a salary increase may be made for retention purposes where an employee is 'red-circled' – i.e., would otherwise be eligible for a university salary increase except that the employee is near or above the maximum salary range for the position. The employee may receive some level of salary increase; however, the amount of such increase will vary depending on the availability of funds, performance, and internal equity considerations. Amounts may be paid as a lump sum rather than as an adjustment to base salary.

Delegations of Authority

The University of Central Florida Board of Trustees (UCFBOT) delegates authority to the President or the President's designee to establish procedures to implement this bonus plan, including levels of approvals and compensation for specific bonuses described in this bonus plan. The University of Central Florida Bonus Plan shall be overseen by the Chief Human Resources Officer for all staff employees, and in conjunction with the Office of the Provost for all faculty employees.

Reporting to the Board of Trustees

The Board of Governors requires that bonuses paid pursuant to this plan be reported to the UCF BOT on a schedule to be set by the Board. Starting with the first BOT meeting of the Fall 2022 Semester, and accordingly each year thereafter, the President shall submit a report to the Board that certifies the following: (i) that any bonuses paid during the prior year complied with the criteria in this bonus plan; and (ii) that the bonuses were within the University's budget as approved by the Board. The report shall include the total amount of funds paid for performance, recruitment, and retention bonuses.

| *Authority: BOG Regulations 1.001 and 9.015. History – New 9-23-21. Revised 5-26-22*



Board of Trustees
May 26, 2022

GOV-4: Amendments to University Regulations UCF-2.003 Admission of Graduate Students and UCF-5.017 Appeals of Graduate Program Actions or Decisions

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The University proposes to amend two University Regulations related to graduate students. Regulation *UCF-2.003 Admission of Graduate Students* sets out the basic requirements for the admission and readmission of graduate students. The university proposes to amend the regulation to rename the plan for students who have been previously dismissed from a graduate program and would like to reapply to the same program, from the conditional retention plan to the probation plan. *Regulation UCF-5.017 Appeals of Graduate Programs Actions or Decisions* sets out the appeal process for graduate students when appealing actions or decisions of their graduate program. The university proposes to amend the regulation to eliminate appeals based on the failure to submit a conditional retention plan, as the College of Graduate Studies no longer uses such plans.

These regulations were posted online April 25, 2022, for public comment. No comments were received as of the date of submission of these materials.

Background Information:

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.” University Regulation UCF-2.003, because it pertains to admission of graduate students, will also be submitted to the Board of Governors for approval as a select regulation after approval by this Board.

Recommended Action:

Approve amendments to UCF Regulations UCF-2.003 and UCF-5.017.

Alternatives to Decision:

Do not amend University Regulations UCF-2.003 and UCF-5.017 as proposed. Approve alternative amendments.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Board of Governors Regulation 1.001



Board of Trustees

Agenda Memo

Contract Reviewed/Approved by General Counsel N/A

Committee Chair or Chair of the Board has approved adding this item to the agenda

Submitted by:

Youndy Cook, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-2.003

Attachment B: Proposed Amended Regulation UCF-5.017

Facilitators/Presenters:

Youndy Cook

UCF-2.003 Admission of Graduate Students.

(1) This regulation applies to all students who seek to be admitted to graduate programs at the University of Central Florida.

(2) Each admitted student to a graduate degree program or to a post-baccalaureate professional program must meet the following minimum requirements:

- (a) Earned a bachelor's degree or equivalent from a U.S. institution of higher education accredited by one of the following accrediting bodies or its equivalent from a foreign institution
 1. Accrediting Commission for Community and Junior Colleges (ACCJC)
 2. New England Commission of Higher Education (NECHE)
 3. Higher Learning Commission (HLC)
 4. Middle States Commission on Higher Education (MSCHE)
 5. Northwest Commission on Colleges and Universities (NWCCU)
 6. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
 7. WASC Senior College and University Commission

AND

- (b) Earned a 3.0 GPA (or equivalent) or better in all work attempted while registered as an undergraduate student working for a baccalaureate degree, OR
- (c) Earned a 3.0 GPA (or equivalent) or better in all work attempted while registered as an upper division student working for a baccalaureate degree, OR
- (d) Earned a previous graduate degree or professional degree or equivalent from a U.S. institution of higher education accredited by an accrediting body listed in (2)(a) or its equivalent from a foreign institution in a field related to the discipline of the program to which the applicant is applying.

(3) Each graduate program may determine other requirements for admission, consistent with the mission and purpose of their college and program beyond those listed in (2). All program admissions requirements must be published in the Graduate Catalog and are required to be reviewed and updated annually.

- (a) Graduate programs must include at least 2 of the following materials to support the application:
 - Letter(s) of reference
 - Resume or CV
 - Writing Sample
 - Personal, Goal, or Professional Statement
 - Research Statement
 - Professional, Academic, Artistic, or Music Portfolio
 - Video answer to prompt
 - Other relevant supporting materials approved by the College of Graduate Studies
- (b) Admissions criteria must not include preferences for applicants on the basis of race, color, national origin, disability, religion, or sex.

(4) The requirement to submit GRE, GMAT, or MCAT scores is at the discretion of the program to which the student is applying. Please refer to the current catalog for specific program level standardized test score requirements.

- (a) For programs that do not require a GRE or GMAT, all international applicants must submit a course-by-course evaluation of the student's official transcript by a credential evaluation service recommended by UCF that shows a GPA equivalent of 3.0 from an earned degree equivalent to a U.S. bachelor's degree obtained from an institution of higher education accredited by an accrediting body listed in (2)(a).

(5) In addition to the above requirements, international students must show proficiency in written and spoken English in accordance with the provisions of University Regulation UCF-2.009.

(6) All graduate applicants must indicate whether or not Florida residency is claimed. An application or residency affidavit submitted by or on behalf of a student which contains false, fraudulent or incomplete statements may result in denial of admission or denial of further registration and/or invalidation of UCF credit.

(7) Exceptions to the above requirements:

- (a) In any academic term, up to 20 percent of the graduate students may be admitted in a given degree program as exceptions to the minimum requirements for graduate admissions as defined in paragraph (2) (b) & (c), above.
- (b) Students who do not meet the admissions criteria and who wish to enroll in courses but not degree programs at the post-baccalaureate level may enroll under the classification of non-degree seeking students. Graduate programs wishing to admit these students to graduate degree programs after the students have satisfactorily completed up to nine hours of graduate course work may do so provided that the number so admitted is included as part of the 20 percent exception, as defined in paragraph (6)(a), above.

(8) In addition to the above requirements, all graduate applicants who are admitted must submit an immunization form. UCF Student Health Services is responsible for oversight of student immunization compliance and reserves the right to require immunizations based on recommendations from the Centers for Disease Control and Prevention (CDC) the Florida Department of Health, the Florida Board of Governors, or the UCF Board of Trustees. UCF reserves the right to refuse registration to any applicant, former student, or student whose health record indicates the existence of a condition which may be harmful to the members of the University community.

(9) Exceptions: Students may apply for an exception to the University's immunization requirements if they meet one of the following criteria and submit appropriate documentation.

- (a) Medical Basis – The student must provide a letter from a healthcare provider, signed on official medical office stationery, stating the medical reason(s) why the student is not able to receive the vaccine(s), and indicating if this is a temporary or permanent condition.
- (b) Religious Basis – The student (or the student's parent/guardian if under 18 years old) can sign a Religious Exemption waiver upon request.
- (c) Active Duty Military and Veterans – Active Duty and Veterans may complete the waiver section of the immunization form if documentation of immunizations is unavailable at the time of registration. Proof of military service is required (DD 214 or military ID card).

- (d) With approval of the UCF President, limited UCF programs may be an exception when students will not be physically present in any UCF classroom or on any UCF campus. Should such students seek to register for face to face courses, they must comply with paragraph (8).

(10) All applicants for admission or readmission to the University of Central Florida, including to any graduate or doctoral programs of study within the University and including any applicant for post-baccalaureate study, are required to disclose on the application prior criminal conduct, pending criminal charges, and prior educational misconduct. The University reviews all applications in which a student discloses prior criminal conduct, pending criminal charges, or prior educational misconduct to determine whether the admission of the applicant is in the best interest of the University. The office responsible for this review is the Office of Student Rights and Responsibilities. Applicants who fail to disclose prior criminal misconduct, pending criminal charges, or any prior educational misconduct are in violation of the disclosure requirements of this paragraph and may be subject to appropriate action by the University, including denial of admission or readmission, revocation of admission, or other academic and/or disciplinary action prescribed by the University, up to and including dismissal. Applicants are not required to disclose minor traffic violations.

(11) Applicants may appeal an admissions decision by following the university admissions appeal procedure. Information regarding this procedure is available in the Graduate Catalog.

(12) Readmissions.

- (a) Graduate students who do not maintain continuous enrollment, must apply for readmission. Readmission is not guaranteed. The readmission decision is based on multiple factors such as previous academic performance, work taken since last attending UCF, space and fiscal limitations.
- (b) A student who was previously dismissed from his or her graduate program and would like to reapply to the same program must have an approved probation ~~conditional retention~~ plan on file before a readmission decision can be made.

(13) Graduate applicants and graduate readmit applicants may be admitted subject to space and fiscal limitations.

Authority: BOG Regulations 1.001, 6.001, and 6.003. History—New 10-8-75, Amended 9-27-79, 1-6-82, Formerly 6C7-2.03, Amended 10-2-08, Formerly 6C7-2.003, Amended 7-30-09, 2-29-16, 9-16-16, 4-23-20, 10-22-20, 6-17-21, _____-22.

UCF-5.017 Appeals of Graduate Program Actions or Decisions**(1) Review of Academic Performance.**

- (a) The primary responsibility for monitoring a student's progress to degree (or program completion) rests with the graduate program, although the College of Graduate Studies also monitors a student's progress and takes appropriate actions if performance standards as specified by the program and University are not maintained. Satisfactory progress to degree (or program completion) requires an ongoing evaluation of a student's performance in a program as indicated by satisfactory grades within courses, successful performance on program competency exams, progress in thesis and dissertation research, the maintenance of the standards of academic and professional integrity expected in a particular discipline or program, and any other measures of progress as customarily used in the program. Academic probation or even dismissal of the student from the program may occur when the individual is not making satisfactory progress to degree (or program completion).
- (b) A graduate program may also recommend dismissal if the student fails to maintain the standards of academic and professional integrity, meet or exceed the professional competencies of the discipline, or maintain the competence necessary for the welfare of faculty, fellow students, staff, patients, clients, or others encountered in internships, externships, or other classes required by the degree program. A student's performance in clinical settings may be evaluated by clinical supervisors or other clinicians in conjunction with instructors of record and/or faculty advisors.
- (c) A student may be immediately terminated from a clinical assignment and/or graduate program when, in the professional judgment of a qualified clinician, faculty supervisor or instructor of record, client/patient welfare could be at risk. In cases where client/patient welfare could be at risk, graduate programs may forego published procedures for advising, mentoring or probation if documentation from clinical or faculty supervisors indicate immediate action was necessary to protect the welfare of others. When immediate action is taken, the graduate program must inform the student in writing of the action and the reasons for the action. The student may appeal such action as a graduate program action under this Regulation.
- (d) Misconduct associated with research or misconduct in laboratory assignments may result in immediate termination from the assignment and/or the graduate program when the misconduct places clients, researchers, subjects or the university at risk.
- (e) It is incumbent on the graduate program to give the student an opportunity to discuss the pending action with the program director and provide additional relevant information prior to making a recommendation of probation or dismissal. A student does not have to agree with the action in order for the program to move forward with a recommendation of probation or dismissal.
- (f) The Dean of the College of Graduate Studies has final authority over probation and dismissal recommendations and will execute them accordingly.

1. Once dismissed, a student may apply to UCF as a student in another program, or as a non-degree student. Readmitted students are prohibited from taking courses in the program from which they were dismissed.
2. A student can only be reinstated to the previous graduate program by either submitting a new application to the program with a new admissions decision, or through a formal grievance process. (See Grievance Procedures in following section).

(2) Other Procedures. Graduate students disputing a graduate program action (including the evaluation of their progress to degree) as described above, have several routes of appeal depending on the nature of the grievance.

- (a) In the appeal of a grade in a specific course (excluding thesis or dissertation credit hours) students are referred to Regulation UCF-5.016 for the grade appeal procedures.
- (b) For issues resulting from a failure to maintain academic behavior standards such as cheating, plagiarism, etc., students are referred to Regulation UCF 5.015 (and, as appropriate, student conduct review procedures).
- (c) Misconduct associated with research will follow procedures determined by the Office of Research and Commercialization.
- (d) All other grievances, including the appeal of grades issued in Thesis and Dissertation credit hours, follow the Procedure for Other Grievances of Graduate Students as outlined in this Regulation.

(3) Applicability of graduate program action appeal procedure:

- (a) This regulation applies to graduate student appeals of decisions made by the College of Graduate Studies, an academic college or graduate degree program based on:
 1. Alleged deviation from program or university policies as outlined in the Graduate Catalog or Graduate Program Handbook(s)
 2. Alleged errors in application of policies or procedures
 3. Alleged probation or dismissal due to non-academic reasons
 4. Alleged deviation from the University's syllabus policy
 5. Alleged discrimination and/or sexual harassment in the program, department or college. (An appeal alleging discrimination and/or sexual harassment in the program, department or college will be referred directly to the Office Institutional Equity. The University is entitled to a reasonable period of time to review allegations of discrimination contained in a graduate student appeal, and the University may accordingly extend deadlines applicable to the University for purposes of reviewing such allegations.)
- (b) Decisions based on professional judgment of an instructor, faculty member or clinical supervisor in the assignment of a grade or assessment of a student's performance in a class are excluded from the provisions of this regulation except as noted above. Probation or dismissal due to unsatisfactory performance on competency exams, research, or progress in thesis or dissertation research may not be appealed based on the student's disagreement with the professional judgment of an instructor, faculty member or advisor. Students may appeal based on alleged errors in process or alleged non-academic reasons.

- (c) Students placed on probation or dismissed by the College of Graduate Studies for not maintaining at least a 3.0 GPA may not appeal. ~~the academic program or academic college's decision to not submit a Conditional Retention Plan (CRP). A CRP may be offered to a student when, in the discretion of the academic program, extenuating circumstances warrant such an exception; however, graduate programs are not obligated to provide a CRP.~~

(4) Procedure for Other Grievances of Graduate Students. Students are entitled to a fair and timely resolution of appeals. This procedure is intended for graduate students having complaints regarding specific actions or decisions by a faculty member, program or college, including termination from an academic program, for reasons that are not covered in Section 2(a)-2(c) above. The graduate student is encouraged to first discuss the matter within the academic unit of the grievance and attempt to resolve the grievance informally. The formal procedure is as follows:

- (a) **Step 1 -Program and Department Level:** The graduate student appealing the decision of a program, must state the nature of the grievance in writing to the graduate program director, including a brief narrative of the grievance, the parties involved, and a statement of the remedy being requested. All appeals must be submitted using the form located at <https://graduatecouncil.ucf.edu/appeals-committee>. This statement must be submitted by the graduate student within six (6) months of the notification date of the occurrence of the program action being appealed.
- (b) Dependent on the nature of the grievance, the graduate program director will in ten business days following receipt of the grievance either make a recommendation about the grievance to the unit head or refer the grievance to the unit/ program graduate committee to examine the issue at their next scheduled meeting. The unit/program graduate committee may invite the aggrieved student and others having information about the case to attend the meeting and present information and arguments about the grievance. If so invited, the graduate student can have a personal advisor at the meeting, but the advisor can only confer with the student and not participate in the committee meeting. The unit/ program graduate committee will make a recommendation about the grievance to the graduate program director.
- (c) The graduate program director will consider the input of the unit/ program graduate committee and make a recommendation to the unit head about the grievance. The unit head will then make a final decision about the grievance at the program/ unit level and inform the student of the decision within ten business days after receiving the recommendation from the graduate program director.
- (d) **Step 2 - College Level:** Should the graduate student disagree with the decision of the unit head, the student has ten business days to file a written appeal of the decision with the appropriate associate dean or designee of the college (or the Dean of the College of Graduate Studies in the case of interdisciplinary programs with no academic college assigned to oversight of the program). It is incumbent on the student to explain in the appeal why the unit/program decision is in error and should be reexamined. At each appeal level, the basis for the appeal must be the same as the original appeal or must articulate new information discovered as part of the appeal process itself. If the basis for the appeal changes, the student

will be considered to be initiating a new appeal that must begin at the initial level of the appeal process (and which must be timely).

- (e) Dependent on the grievance, the associate dean or designee will, in ten business days following receipt of the appeal, either make a recommendation to the college dean about the grievance or refer the grievance to the college graduate committee to examine the issue at their next scheduled meeting. The college graduate committee may invite the aggrieved student and others having information about the case to attend the meeting and present information about the grievance. If so invited, the graduate student can have a personal advisor at the committee meeting, but the advisor can only confer with the student and not participate in the committee meeting. The college graduate committee will make a recommendation about the grievance to the associate dean or designee.
- (f) The associate dean or designee after considering the input of the college graduate committee will make a recommendation to the college dean about the grievance. The college dean will then make the final decision about the grievance at the academic college level, and inform the student of the decision within ten business days after receiving the recommendation from the associate dean or designee.
- (g) Step 3 - College of Graduate Studies Level: Should the graduate student disagree with the decision of the academic college dean, the student has ten business days following receipt of the college decision to file a written appeal of the decision at the university-level with the Dean of the College of Graduate Studies. It is incumbent on the student to explain in the appeal why the academic college decision is in error and should be reexamined.
- (h) Dependent on the appeal, the Dean of the College of Graduate Studies will within ten business days following receipt of the appeal either make a decision about the grievance or refer the appeal to the Appeals Subcommittee of the Graduate Council to examine the issue at a scheduled meeting. The Appeals Subcommittee may invite the aggrieved student as well as others having information about the grievance to attend and present information about the grievance. If so invited, the graduate student can have a personal advisor at the meeting, but the advisor can only confer with the student and not participate in the committee meeting. The Appeals Subcommittee will submit a recommendation to the Dean of the College of Graduate Studies concerning the grievance.
- (i) The Dean of the College of Graduate Studies will consider the input of the Appeals Subcommittee of the Graduate Council and make a final decision about the grievance for the university. There is no appeal beyond the level of Dean of the Graduate College as this person is vested with the final authority by the President of the University.

Authority: BOG Regulation 1.001. History—Formerly 6C7-5.00431, New 7-20-09, Amended 7-19-12, 7-20-17, 7-19-18, 7-18-19, 4-23-20, _____-22.



Board of Trustees
May 26, 2022

GOV-5: Amendments to Chapter 5 University Regulations

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This group of regulations address students rights and responsibilities and are reviewed annually and updated as needed.

UCF-5.0065 Involuntary Withdrawal Procedures; Mandated Assessment, addresses involuntary withdrawal and mandated assessment processes for students in crisis. The proposed amendments to this regulation include a slight limiting of when the involuntary withdrawal procedure may be invoked, removing unnecessary language from the interim involuntary withdrawal steps, and making some clarifying changes regarding the mandated assessment procedure.

UCF-5.008 Rules of Conduct Appeals, which sets out the student rules of conduct, has been amended to remove University Student Resident Violations, because the standards of the Community Living Guide govern housing matters.

UCF-5.009 Student Conduct Review Process; Sanctions sets out the process for reviewing alleged student rule violations. The only proposed amendment to this regulation is to change the term interim suspension to interim action in paragraph (1).

UCF-5.010 Student Conduct Appeals, which sets out the appeal procedure for a student following a student conduct matter, is amended to remove language concerning matters involving allegations of Title IX Sexual Harassment. Matters involving allegations of Title IX Sexual Harassment are referred to follow University's Title IX Grievance Policy, UCF Policy 2-012.

These regulations were posted online April 25, 2022, for public comment. No comments were received as of the date of submission of these materials.

Background Information:

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

Recommended Action:

Approve proposed amendments to UCF Regulations UCF-5.0065, UCF-5.008, UCF-5.009, and UCF-5.010.

**Alternatives to Decision:**

Do not amend University Regulations UCF-5.0065, UCF-5.008, UCF-5.009, and UCF-5.010 as proposed. Approve alternative amendments.

Fiscal Impact and Source of Funding:

N/A

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 has approved adding this item to the agenda

Submitted by:

Youndy Cook, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-5.0065

Attachment B: Proposed Amended Regulation UCF-5.008

Attachment C: Proposed Amended Regulation UCF-5.009

Attachment D: Proposed Amended Regulation UCF-5.010

Facilitators/Presenters:

Youndy Cook

UCF-5.0065 Involuntary Withdrawal Procedures; Mandated Assessment

(1) Involuntary Withdrawal Procedure.

(a) Introduction.

1. The University of Central Florida is committed to ensuring equality of educational opportunity while cultivating an environment that is safe for the campus community and supportive of student learning. The University will seek to intervene where a student's behavior interferes with the rights of others within the University community or where the student presents a significant risk of harm to the health, safety, well-being and/or property rights of others. In such situations, safety and security concerns are paramount, and the University must react as promptly as feasible under the circumstances. University officials may consider a number of reasonable security and health and safety measures, including, but not limited to, requesting emergency assistance and seeking psychiatric evaluation, hospitalization, and treatment for mental illness as appropriate under the law. Additionally, the University may determine that it is necessary for the student to be involuntarily withdrawn from the University for the protection of others. This section outlines the procedures to be used by the University in making an involuntary withdrawal decision.
2. This ~~involuntary~~Involuntary Withdrawal Procedure will be applied in a nondiscriminatory manner, and decisions will be based on consideration of the student's conduct, actions, and statements and not on knowledge or belief that the student has a disability.
3. The purpose of the Involuntary Withdrawal Procedure is for the University to be able to take urgent action when circumstances present a Significant Risk based on reasonably available information at the time. It will be necessary for the University to act promptly and for the benefit of the community as a whole, even if that means that, in consideration of later-presented information, the procedure ultimately concludes in favor of the student's continued enrollment (with or without conditions). Where the involuntary withdrawal procedure is invoked but the student is permitted to continue enrollment with no conditions, the University will take reasonable steps to assist the student in resuming their academic endeavors with as little disruption as feasible under the circumstances.

- (b) Direct Threat and Significant Risk. When a student's behavior is deemed to pose a direct threat risk to the health and safety of the community, the Associate Vice President and Dean of Students ("Dean of Students") or their designee may initiate an involuntary withdrawal of the student on behalf of the university. The Dean of Students or designee will consult with the University Crisis Team before a final decision is made on the involuntary withdrawal of the student. A student poses a Direct Threat when the student's behavior poses a "Significant Risk" to the health or safety of ~~the student or~~ others, or of significant property damage, or of substantial disruption to the lawful activities of others or the educational process or orderly operation of the University, and reasonable modifications of policies, practices, or procedures will not sufficiently mitigate the risk.

Significant Risk is defined as the high probability of harm, threats of harm, or disruption and not just a slightly increased, speculative, or remote risk of such. Significant Risk is identified based on information that is reasonably available at the time of consideration. Information may be provided to the University through different means, including an incident report to Office of Student Rights and Responsibilities (OSRR), a police report, information provided following a hospitalization, or any other reliable source.

- (c) Interim Involuntary Withdrawal.
1. A student may be involuntarily withdrawn from the University on an interim basis (“Interim Involuntary Withdrawal”) if the Assistant Dean of Students or designee determines, based upon information reasonably available at the time, that the student poses a Direct Threat as defined above. A student will remain on Interim Involuntary Withdrawal pending the outcome of the Interim Involuntary Withdrawal Review. An Interim Involuntary Withdrawal may be imposed prior to a meeting of the University Crisis Team.
 2. A student will be notified of Interim Involuntary Withdrawal through a written notice outlining the Interim Involuntary Withdrawal procedure, including the time, date, and location of the Interim Involuntary Withdrawal Review.
 3. A student under Interim Involuntary Withdrawal shall be given an opportunity to present information to the University Crisis Team within three (3) business days from the effective date of the Interim Involuntary Withdrawal, to review the following issues only:
 - a. The reliability of the information concerning the student’s behavior and,
 - b. Whether or not the student’s behavior poses a Direct Threat, as defined above.
 4. Should the student fail to attend the Interim Involuntary Withdrawal review, the review may be held in the student’s absence, and any recommended actions will be made using the information available at the time of the scheduled review.
 5. ~~If upon conclusion of the Interim Involuntary Withdrawal review, the University Crisis Team determines the student will remain on Interim Involuntary Withdrawal based on the above defined issues, the University Crisis Team will proceed with the Involuntary Withdrawal procedures as outlined below.~~
- (d) Involuntary Withdrawal – Notice to Student. A student subject to Involuntary Withdrawal is entitled to the following:
1. Notice of intent to remove the student pursuant to this policy stating the reasons for the proposed action.
 2. The opportunity to examine the psychiatric or other evaluations provided to the University Crisis Team and to discuss them.
 3. The opportunity to present relevant information for consideration of their case personally, or by a licensed mental health professional working with that student, if the student is not capable of self-representation.

4. The opportunity to have an advisor of the student's own choice accompany the student to any meetings or proceedings described in this procedure. The advisor may not present on behalf of the student or otherwise participate in the meeting or proceeding.
 5. The right to appeal.
- (e) Involuntary Withdrawal – Meeting of the University Crisis Team. The Assistant Dean of Students or designee will call a meeting of the University Crisis Team no earlier than five (5) business days after notifying the student of the proposed Involuntary Withdrawal. The student will be notified of the time, date, and location of the University Crisis Team meeting. The student may be present at this meeting and may present information in support of themselves. Following the student's presentation, the team shall meet in a confidential deliberation. At the conclusion of this confidential deliberation, the team shall make a recommendation to the Dean of Students or designee, based upon the Team's review of all available information at the time of the meeting, as to whether the University should:
1. involuntary withdraw the student due to Direct Threat;
 2. make no changes to the student's status;
 3. allow continued enrollment with conditions; or
 4. if the student is on Interim Involuntary Withdrawal at the time, reinstate the student with or without conditions.
- (f) Involuntary Withdrawal – Notifying Student of Recommendation and Decision. The Dean of Students or designee will make a final decision regarding the student's enrollment status based on the totality of information available to the University and considering both the University Crisis Team's recommendation and any information presented by the student. The Dean of Students or designee will notify the student in writing within two business days of the final decision regarding the student's enrollment status.
- (g) Involuntary Withdrawal Appeal – In the event a student disagrees with the decision of the Dean of Students or designee, the student may appeal the decision. The appeal must be made in writing to the Vice President for SDES, or designee, within three (3) business days after the date of the notification to the student of the decision. A student may appeal the decision based on one or more of the following criteria:
1. Irregularities in fairness and stated procedures that could have affected the outcome of the decision.
 2. Discovery of new and significant information that could have affected the outcome and that was not known or could not reasonably have been discovered and/or presented at the time of the meeting.
 3. The outcome is extraordinarily disproportionate to the reported behavior. The Vice President of SDES or designee, shall, within three (3) business days, sustain the initial decision or return the case to the University Crisis Team for reconsideration. Should the appellate officer require additional time for review beyond the three (3) business days, the appellate officer shall notify the student in writing of the need for additional time. The Vice President's decision to sustain

the initial decision is final action. If the matter is returned for re-consideration, the process will resume at the step outlined in subsection (e), above.

- (h) Upon being involuntarily withdrawn, the student may no longer enroll in classes, may not be an active member of a registered student organization, may no longer use University facilities, must vacate University owned housing, may no longer be permitted on University property, and may not be employed by UCF. Additionally, an involuntarily withdrawn student may be entitled to whatever refunds of tuition, fees, and room and board charges as would be appropriate given the timing of the withdrawal.
- (i) Students who are involuntarily withdrawn from the University shall have a hold placed on their records, which will prevent them from being readmitted or reenrolled at the institution except as stated in this paragraph. A student may request readmission or reenrollment at the University and provide the Dean or Students or designee with documentation from an appropriate healthcare provider of their choice who has conducted a proper assessment of the student and concluded that the student is ready and able to safely return to the University and does not pose a Direct Threat as defined above. In cases where the Dean of Students or designee has imposed other conditions for readmission, it is the responsibility of the student to provide documentation of compliance with such conditions.
- (j) A student who is considered for but ultimately not subject to Involuntary Withdrawal may be subject to conditions on continued enrollment at the University. In such cases, the student will be provided with a written summary of any such conditions and must meet all conditions in order to maintain student status. A student who fails to meet such conditions may be later subject to involuntary withdrawal by the Dean of Students or designee or may be subject to charges through the University's Student Conduct Review Process for failure to comply.
- (k) The current voluntary medical withdrawal process should not be used to handle withdrawals where a Direct Threat is evident or where a violation of the Rules of Conduct has allegedly occurred. Information for students seeking a medical withdrawal is available in the Catalog.
- (l) As a general principle, the University prefers to use the Student Conduct Review Process in instances of misconduct, without regard to whether the student has a physical or mental condition that might be contributing to the misconduct. The Involuntary Withdrawal Procedure is to be employed in those situations in which the regular Student Conduct Review Process is not applicable or, due to safety concerns, cannot be applied in a sufficiently timely fashion.

(2) Mandated Assessment Procedure. This University procedure is established to respond to behaviors or actions that result in hospitalization from imminent danger to self or others via the Baker Act (F.S. 394.463) or Marchman Act (~~Chapter 397, Florida Statutes~~ [F.S. 397.6811](#)), or significant acts or threats of violence to others, chronic eating disorders, dramatic and/or expansive displays of self-mutilation, behaviors that are significantly disruptive to the UCF community and /or diminish the ability of a student to care for oneself. Whenever the UCF Police provide transportation of a UCF student to the hospital for involuntary examination, the

police will file a report with ~~the OSRR Student Care Services. In addition, anyone may also file reports about students of concern with Student Care Services.~~

- (a) Once ~~a report~~ information is received regarding a UCF student hospitalization via the Baker Act or the Marchman Act, Student Care Services may utilize the mandated assessment session(s) to evaluate a student's risk of harm to self or others, and to take appropriate actions ~~to ensure for~~ the safety of the student or others if risk is present. In addition, the mandated assessment session(s) are designed to assist students in developing a safety and/or well-being plan and provide students with educational resources. A member of Student Care Services will contact the student in a timely manner and require an initial meeting between a Student Care Services staff member and the student to discuss the mandated assessment procedure. inform the student of their rights and responsibilities regarding the incident.
- (b) ~~All students identified as threatening self harm or having attempted suicide must complete a~~ A mandated assessment must be completed with a licensed mental health professional and/or a physical assessment with a licensed medical provider. Examples of a licensed mental health professional include a Student Health Services psychiatrist, a Counseling and Psychological Services clinician, or a community based licensed mental health professional or licensed psychiatrist of the student's choice. Student Care Services will require proof of participation for the mandated assessment with a licensed mental health professional and/or proof of a physical assessment with an appropriate medical provider. The student must meet with Student Care Services within ten (10) business days following release ~~of hospitalization to complete a follow up appointment.~~ Student must provide proof of mandated assessment within twenty (20) business days following release of hospitalization or prior to return to the University (in the event a student withdraws for the remainder of the semester or pursues a is placed on Medical Withdrawal/medical withdrawal). Failure to comply may result in disciplinary action or the convening of the University Crisis Team.
- (c) In cases where more protective action is needed based on more severe behavior/conduct (e.g., behavior endangering others, threats to harm others, behavior significantly disruptive to the UCF community), the Assistant Dean of Students or designee may initiate one or both of the following:
 1. Interim ~~Suspension Action~~ followed by initiating the Student Conduct Review Process;
 2. Convening of the University Crisis Team to consider the initiation of the Involuntary Withdrawal Procedure.

Authority: BOG Regulations 1.001 and 6.0105. History - New 9-23-21, _____-22.

UCF-5.008 Rules of Conduct

The following defined and described actions include, but are not limited to, conduct for which disciplinary action may be taken at the University of Central Florida. Students are responsible for the observation of all University policies and regulations. Each student is expected to abide by these rules of conduct, and administrators are expected to enforce them. These Rules of Conduct should be read broadly and are not designed to define prohibited conduct in exhaustive terms. Additional rules and regulations may be revised during the year; announcements will be made on adoption of the changes or additions. The right of all students to seek knowledge, debate ideas, form opinions, and freely express their ideas is fully recognized by the University of Central Florida. The Rules of Conduct apply to student conduct and will not be used to impose discipline for the lawful expression of ideas. Students are prohibited from engaging in:

(1) Academic Misconduct

- (a) Unauthorized assistance: Using or attempting to use unauthorized materials, information or study aids in any academic exercise unless specifically authorized by the instructor of record. The unauthorized possession of examination or course related material also constitutes cheating.
- (b) Communication to another through written, visual, electronic, or oral means. The presentation of material which has not been studied or learned, but rather was obtained through someone else's efforts and used as part of an examination, course assignment or project.
- (c) Commercial Use of Academic Material: Selling of course material to another person and/or uploading course material to a third-party vendor without authorization or without the express written permission of the University and the Instructor. Course materials include but are not limited to class notes, Instructor's power points, tests, quizzes, labs, instruction sheets, homework, study guides, and handouts.
- (d) Falsifying or misrepresenting the student's own academic work.
- (e) Plagiarism: Whereby another's work is used or appropriated without any indication of the source, thereby attempting to convey the impression that such work is the student's own.
- (f) Multiple Submissions: Submitting the same academic work for credit more than once without the express written permission of the instructor.
- (g) Any student who knowingly helps another violate academic behavior standards is also in violation of the standards.
- (h) Soliciting assistance with academic coursework and/or degree requirements. The solicitation of assistance with an assignment, lab, quiz, test, paper, etc., without authorization of the instructor of record or designee is prohibited. This includes but is not limited to asking for answers to a quiz, trading answers, or offering to pay another to complete an assignment. It is considered Academic Misconduct to solicit assistance with academic coursework and/or degree requirements, even if the solicitation did not yield actual assistance (for example, if there was no response to the solicitation).

(2) Possessing and/or Providing False and Misleading Information and/or Falsification of University Records

- (a) Withholding related information or furnishing false or misleading information (oral or written) to University officials (faculty or staff) or law enforcement officers.
- (b) Possession, use or attempted use of any form of fraudulent identification, including the credentials or identification of another individual.
- (c) Forgery, alteration, or misuse of any University document, material, file, record, or instrument of identification.
- (d) Deliberately and purposefully providing false or misleading verbal or written information about another person.
- (e) Falsification, distortion, or misrepresentation of information during an investigation or the Student Conduct Review Process, including knowingly initiating a false complaint.
- (f) Fraud: Any act of deceit or misrepresentation for purposes of financial or personal gain.

(3) Disruptive Conduct

- (a) Any act that impairs, interferes with, or obstructs the orderly conduct, processes, and functions of the University or any part thereof or the rights of one or more individuals.
- (b) Any act which deliberately impedes or interferes with the normal flow of pedestrian and vehicular traffic.
- (c) Any act which intentionally interferes with the election processes of any University registered student organization or sponsored student group.
- (d) Misuse of any University safety equipment, firefighting equipment, or fire alarms.
- (e) A false report of an explosive or incendiary device, which constitutes a threat or bomb scare.
- (f) Breach of peace: an act, which aids, abets, or procures another person to breach the peace on the University premises or at University sponsored/related functions.
- (g) Failure to comply with oral or written instruction from duly authorized University officials (i.e. faculty, staff, administration, residence hall staff) acting within the scope of their job duties or law enforcement officers acting in the performance of their duties, including failure to produce identification to these persons when requested to do so.
- (h) Failure to produce identification upon request by a University official (i.e. faculty, staff, administration, residence hall staff), acting within the scope of their job duties or law enforcement officers acting in the performance of their duties.
- (i) Hindering, noncompliance, or interfering with the student conduct review process by failing to obey the notice from a university official to appear for a student conduct meeting or hearing; and/or attempting to discourage an individual's proper participating in, or use of, the student conduct review process.
- (j) Violation of any other University regulation or policy as described in the UCF Regulations, UCF Policies and Procedures, or University department publicized policy.
- (k) Failure to comply with applicable law and University regulations and procedures for solicitation and fundraising activities on campus.

(4) Harmful Behavior

- (a) Physical harm or threat of physical harm to any person. This harmful behavior policy may not apply in those instances where it is found that a student is acting in self-defense.
- (b) Verbal, digital, or written abuse, threats, intimidation, coercion and/or other conduct that endangers the health, safety, or wellbeing of others, or which would place a reasonable person in fear of bodily injury or death. This definition, however, shall not be interpreted to abridge the rights of the University community to freedom of expression protected by the First Amendment of the United States Constitution and any other applicable law.
- (c) Discriminatory Harassment: Discriminatory harassment consists of verbal, physical, electronic or other conduct based upon a protected class as defined in University Policy 2-004, or membership in other protected classes set forth in state or federal law 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, as defined in University Policy 2-004. Prohibition of Discrimination, Harassment, and Related Interpersonal Violence.
- (d) Bullying: Defined as behavior of any sort (including communicative behavior) directed at another, that is severe, pervasive, or persistent, and is of a nature that would cause a reasonable person or group in the target's position substantial emotional distress and undermine their ability to work, study, or participate in University life or regular activities, or which would place a reasonable person in fear of injury or death.
- (e) Stalking: Defined as behavior not of a sexual nature that is repeated and/or unwanted toward or with another person that would cause a reasonable person to fear for their safety or the safety of others, or to experience substantial emotional distress. Such conduct is direct, indirect, or through a third party using any type of action, method, or means. Cyber stalking is also included in this definition.
- (f) Invasion of Privacy and Unauthorized Recording.
 - 1. Making, using, disclosing or distributing a recording of a person in a location or situation in which that person has a reasonable expectation of privacy and is unaware of the recording or does not consent to it; and any other conduct that constitutes an invasion of the privacy of another person under applicable laws and regulations. Such conduct includes, without limitation, unauthorized recording of personal conversations, images, meetings or activities.
 - 2. Unauthorized recording of class activity (other than class lecture), or of meetings where there exists a legal expectation of privacy, and/or any unauthorized publication of a recording.
 - 3. Engaging in acts of voyeurism, including but not limited to peeping or surreptitiously recording another when there is a reasonable expectation of privacy.
 - 4. Any notice, consent, or other requirements under applicable laws and regulations must be fulfilled in connection with authorizing, making, using, disclosing, or distributing any recording, where there is a legal expectation of privacy.

- (g) Retaliation against or harassment of complainant(s), other person(s) alleging misconduct, or anyone who participates in an investigation.
- (h) Condoning or encouraging acts of harmful behavior as defined above or failing to intervene during an act of harmful behavior while it is occurring.

(5) Sex-Based Misconduct (Non-Title IX Sexual Harassment)

- (a) Sexual Assault. Sexual assault means sexual contact without consent.
- (b) Sexual Harassment. Sexual harassment means any unwelcome sexual advance, request for sexual favors, or other unwanted conduct of a sexual nature, whether verbal, non-verbal, graphic, physical, or otherwise, when the conditions for Discriminatory Harassment as defined in UCF Policy 2-004 are present.
- (c) Gender-Based Harassment: Gender-based harassment is discriminatory harassment that is based on gender, sexual orientation, gender identity, or gender expression, which may include acts of aggression, intimidation, or hostility, whether verbal or non-verbal, graphic, physical, or otherwise, even if the acts do not involve conduct of a sexual nature, when the conditions for Discriminatory Harassment as defined in UCF Policy 2-004 are present.
- (d) Obscene or Indecent Behavior: Exposure of one's body in such a manner that another party reasonably could be offended or to display sexual behavior which another person reasonably finds offensive.
- (e) Voyeurism: Trespass, spying, or eavesdropping for the purpose of sexual gratification.
- (f) Solicitation of a Minor: soliciting sexual acts from a minor by oral, written, or electronic means.
- (g) Child Pornography: possessing, producing or the dissemination of child pornography
- (h) Relationship Violence: Relationship Violence includes any act of violence or threatened act of violence that occurs between individuals who are involved or have been involved in a sexual, dating, spousal, domestic, or other intimate relationship. Relationship Violence may include sexual assault, stalking, and physical assault. Relationship Violence may involve a pattern of behavior used to establish power and control over another person through fear and intimidation or may involve one-time conduct. A pattern of behavior is typically determined based on the repeated use of words and/or actions and inactions in order to demean, intimidate, and/or control another person. This behavior can be verbal, emotional, and/or physical and may be directed towards the former partner, their property, or other individuals. Examples of Relationship Violence may include, but are not limited to: slapping; pulling hair; punching; damaging another person's property; driving recklessly to scare someone; name calling; humiliating another person in public; harassment directed toward a current or former partner or spouse; and/or threats of abuse, such as threatening to hit, harm, or use a weapon on another (whether Complainant or acquaintance, friend, or family member of the Complainant), or other forms of verbal threats.
- (i) Stalking: Stalking under this provision occurs where a person engages in a course of conduct of a sexual nature that is directed at a specific person under circumstances that would cause a reasonable person to fear for the person's safety or the safety of others, or to experience substantial emotional distress. A "course of conduct" is two or more acts, including but not limited to acts in which a

person directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about another person, or interferes with another person's property. Stalking includes "cyber-stalking," a particular form of stalking in which a person uses electronic media, such as the internet, social networks, blogs, phones, texts, or other similar devices or forms of contact. Stalking may include, but is not limited to: non-consensual communications (face to face, telephone, e-mail); threatening or obscene gestures; surveillance/following/pursuit; showing up outside the targeted individual's classroom or workplace; sending gifts and/or notes (romantic, bizarre, sinister, or perverted); and/or making threats.

- (j) Sexual Exploitation: Sexual Exploitation is purposely or knowingly doing or attempting to do any of the following:
1. Recording or photographing private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 2. Disseminating or posting images of private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 3. Allowing third parties to observe private sexual activity from a hidden location (e.g., closet) or through electronic means (e.g., Skype or livestreaming of images);
 4. Subjecting another person to human trafficking; or
 5. Exposing another person to a sexually transmitted infection or virus without the other's knowledge.
- (k) Any attempted acts of sex-based misconduct are also violations of this policy.

(6) Title IX Sexual Harassment

- (a) Title IX Sexual Harassment is defined as any conduct on the basis of sex which occurs (i) on or after August 14, 2020; (ii)-against a person located in the United States; and (iii) in or as part of the University's education program or activity, which satisfies one or more of the following:
1. Unwelcome conduct that a reasonable person would determine is so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the University's education program or activity.
 2. Sexual assault (as defined in the Clery Act), which includes any sexual contact that occurs without consent (consent and sexual contact are defined in UCF-5.006(3)).
 3. Dating violence (as defined in the Violence Against Women Act (VAWA) amendments to the Clery Act), which includes any act of violence or threatened act of violence committed by a person: (A) who is or has been in a social relationship of a romantic or intimate nature with the victim; and (B) where the existence of such a relationship shall be determined based on a consideration of the length of the relationship; the type of relationship; and the frequency of interaction between the persons involved in the relationship.
 4. Domestic violence (as defined in the VAWA amendments to the Clery Act), which includes any felony or misdemeanor crimes of violence committed by a current or former spouse or intimate partner of the victim,

by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse of the victim under Florida statute or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of Florida.

5. Stalking (as defined in the VAWA amendments to the Clery Act), meaning engaging in a course of conduct directed at a specific person that would cause a reasonable person to (a) fear for their safety or the safety of others; or (b) suffer substantial emotional distress.
- (b) Retaliation, including but not limited to conduct meant to intimidate, threaten, coerce, or discriminate against any individual for the purpose of interfering with any right or privilege secured by Title IX of the Education Amendments of 1972 or its implementing regulations or UCF Policy 2-012.

(7) Larceny/Property Damage

- (a) Unauthorized use, possession, or theft of property or service. Such property may be personal or public.
- (b) Damaging or defacing of University property or the property of another person whether or not it is on University premises.
- (c) Misuse, tampering with, or damaging fire safety or other safety equipment.

(8) Hazing

- (a) Hazing is any action or situation that recklessly or intentionally endangers the mental or physical health and/or safety of a student for purposes including but not limited to: initiation or admission into, association or affiliation with, any registered student organization or other group whether or not officially recognized by the University. Hazing in violation of Florida Statutes may result in felony charges. A student may commit an act of hazing whether the student is a prospective, current, or former member of the organization or group. The actions of active, associate, new and/or prospective members, former members, or alumni of a student organization or group may be considered hazing under this rule.
- (b) Hazing includes brutality of a physical nature such as whipping, beating, branding, forced calisthenics, exposure to the elements; forced consumption of any food, liquid, liquor, drug, or other substances; or other forced elements; or other forced activity which could adversely affect the mental or physical health or safety of the individual.
- (c) Hazing includes any activity which could subject the individual to extreme mental stress such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or any other activity that could adversely affect the mental health or dignity of the individual.
- (d) Hazing includes forcing, pressuring, or coercing, the student into violation of University policies or federal, state, or local law.
- (e) Hazing includes soliciting a person to commit or being actively involved in the planning of any act of hazing as defined above where the act of hazing creates a substantial risk of physical injury or death to the person(s) hazed.
- (f) It is not defense to an allegation of hazing that:
 1. the consent of the victim had been obtained;

2. the conduct or activity that resulted in the death or injury of a person was not part of any official organizational event or otherwise sanctioned or approved by the student organization; or
 3. the conduct or activity that resulted in the death or injury of a person was not done as a condition of membership into a student organization.
- (g) Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers a legal and legitimate objective.

(9) Misuse or Unauthorized Use of Facilities and Grounds

- (a) Misuse or unauthorized use of classroom or laboratory facilities, or University property (as defined by University Regulation UCF-4.036).
- (b) Abusing grounds or building structures including, but not limited to ramps, rails, stair sets and entryways by means of recreational cycling, skating, scootering, or other recreational activities or devices as outlined in University Regulation UCF-4.036.
- (c) Unauthorized entry or attempted entry to any University property (as defined by University Regulation UCF-4.036).
- (d) Unauthorized possession, duplication or use of keys to any University property (as defined by University Regulation UCF-4.036).

(10) Misconduct at University Sponsored/Related Activities

- (a) Violation of the UCF Rules of Conduct at any UCF sponsored or related activities.
- (b) Violations of a regulation(s) of a host institution sponsored/related activity shall be a violation of the golden rule.

(11) Controlled Substance and Drug Violations

- (a) Possessing, consuming, or attempting to possess cannabis in any amount.
- (b) Cultivating, manufacturing, or attempting to obtain cannabis in any amount.
- (c) Possessing, consuming, cultivating, manufacturing, or attempting to possess any controlled substances other than cannabis, except as expressly permitted by law.
- (d) Selling or distributing cannabis or any other controlled substances other than alcohol.
- (e) Possessing or attempting to possess any drug-related paraphernalia.
- (f) Misconduct under the influence of controlled substance(s) and/or drugs other than alcohol.

NOTE: Students who receive medical attention due to drug related emergencies and/or students who call for help on behalf of another student who may be experiencing a drug related emergency may be exempt from disciplinary action. Information regarding exemptions under this rule for drug related emergencies can be found in University Regulation UCF-5.007 and the Student Conduct and Academic Integrity website: <http://scai.sdes.ucf.edu/medicalemergencies> .

(12) Alcoholic Beverage Violations

- (a) Possessing or consuming alcoholic beverages, or possessing or using alcohol-related paraphernalia, except as expressly permitted by the law and University Regulations and/or Policies.
- (b) Selling or distributing alcoholic beverages or alcohol-related paraphernalia, except as expressly permitted by law and University Regulations and/or Policies

(c) Misconduct under the influence of alcohol

NOTE: Students who receive medical attention due to drug related emergencies and/or students who call for help on behalf of another student who may be experiencing a drug related emergency may be exempt from disciplinary action. Information regarding exemptions under this rule for drug related emergencies can be found in University Regulation UCF-5.007 and the Student Conduct and Academic Integrity website: <http://scai.sdes.ucf.edu/medicalemergencies>.

(13) Possession of Weapons and/or Dangerous Materials

- (a) The possession, use, or storage of weapons on property owned or controlled by the University or at events sponsored and/or supported by the University is prohibited, except as specifically outlined in University Policy 3-119.1 (Weapons on University Property and at University Events).
- (b) Possession or use of fireworks of any description, explosives, or chemicals which are disruptive, explosive, or corrosive are prohibited on University premises or at University sponsored/related activities.

(14) Instigation or Participation in Group Disturbances during Demonstrations, Parades, or Picketing

- (a) Participation in a demonstration(s), parade(s), or picketing which invades the rights of others, which interferes with the function(s) of the University, or which jeopardizes public order and safety.
- (b) Leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area.

(15) Misuse of Computing and Telecommunications Resources

- (a) Theft or other abuse of computer facilities and resources
- (b) Unauthorized entry into a file, to use, read, or change the contents, or for any other purpose.
- (c) Unauthorized transfer of a file.
- (d) Use of another individual's identification and/or password.
- (e) Use of computing facilities and telecommunications resources to interfere with the work of another student or of a faculty or staff member.
- (f) Use of computing facilities and telecommunications resources to send obscene materials.
- (g) Use of computing facilities and telecommunications resources to interfere with normal operation of the University computing system.
- (h) Use of computing facilities and telecommunications resources in violation of copyright laws.
- (i) Any violation of the University of Central Florida Use of Information Technology and Resources Policy (UCF Policy 4-002), including a violation of the terms and conditions of any third party computing system.
- (j) Any violation of the University of Central Florida ResNet Acceptable Use Policy.

(16) Gambling

- (a) Play in an unlawful game of chance for money or for anything of value on University premises or at any affair sponsored by a student or registered student organization.

- (b) Unlawfully sell, barter or dispose of a voucher or any item for participation in a scheme of chance by whatever name on University premises or at any affair sponsored by a student or registered student organization.
- (c) Wager on a University team or organization in a competition, with a direct influence in the success of the competition.

~~(17) University Student Residence Violations. Violation(s) of any Department of Housing and Residence Life policy, rule or regulation published in hard copy or available electronically via Department of Housing and Residence Life website. A charge under this provision must include a specific citation of which Housing policy or policies the charged student has violated.~~

(1817) University Wordmark Violations. Unauthorized use of the official University wordmark, Pegasus, monogram, seal, or other graphic identity symbol.

(1918) Violation of Local, State, and/or Federal Laws. Violation of any local, state and/or federal law that may result in a felony or misdemeanor.

(2019) Complicity: Complicity is any act taken with the purpose of aiding, facilitating, promoting or encouraging the commission of an act prohibited by the Rules of Conduct.

Authority: BOG Regulations 1.001 and 6.0105. History –Formerly 6C7-5.0042, New 6-18-09, Amended 7-19-12, 9-5-13, 11-20-14, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, 6-18-20, 10-22-20, 12-3-20, 9-23-21, _____-22.

UCF-5.009 Student Conduct Review Process; Sanctions

(1) Violation Reports. Alleged violations of the UCF Rules of Conduct shall be reported in writing to the Director of the Student Conduct and Academic Integrity (SCAI) or designee. Upon receiving an alleged violation of misconduct, the Director of SCAI or designee may review relevant information and consult with relevant parties regarding the incident in question. Where deemed necessary to protect the safety and well-being of others, of the University, or of property, the Director of SCAI or designee, upon notifying the VP of SDES or designee, may take immediate action to resolve the safety and/or well-being concern by placing the student on interim ~~suspension~~action. Interim ~~suspension~~action is not a sanction. An interim ~~suspension~~action is subject to review at a hearing within three (3) business days by the VP of SDES or designee to determine the status of the interim ~~suspension~~action. The outcome of an interim ~~suspension~~action hearing shall remain in effect until the final disposition of any formal charges resulting from the circumstances of the case, unless the VP of SDES or designee shall decide otherwise.

- (a) The Director of the SCAI will refer all information warranting disciplinary action and assign the case to the appropriate staff member. SCAI will send written notification to the charged student indicating the nature of the activity in question and what university rules were allegedly violated.
- (b) Upon receipt of an incident report SCAI has six (6) months to charge a student with a violation of the Rules of Conduct. SCAI may exercise discretion when applying the time provision to account for circumstances that warrant a waiver of the six-month time limit. SCAI will waive the six-month limit in cases involving sexual harassment, dating violence, domestic violence, and stalking and may waive the time limit for other extraordinary cases, as determined by the Director of SCAI or designee.
- (c) Students charged with alleged violations of the Rules of Conduct will receive notice to attend a ~~required~~-preliminary conference with SCAI to discuss the charges. - At the preliminary conference, the student will receive information regarding the Student Conduct Review Process, including the student's rights during the process, an opportunity to inspect and/or review the information known at the time, and notice on how to contact the Student Government Judicial Advisor. At the conclusion of the conference, SCAI recommends an option for resolution of the disciplinary charges. If the student fails to attend the preliminary conference, a hold may be placed on the student's record, preventing them from registering for future classes until the matter is resolved, and SCAI may move forward with scheduling a formal hearing as a resolution for disciplinary charges. Students who leave the university or withdraw from a class before a disciplinary matter is resolved may be prohibited from future enrollment until such time as the matter is resolved.

(2) Options for Resolution of Disciplinary Charges.

- (a) Case Dismissal: The Director of SCAI or designee may dismiss a case if it is found to not have sufficient facts or information to substantiate the claim of misconduct, the accused person is not a student, or the action claimed as misconduct is not a violation of the Rules of Conduct.
- (b) Mediation: Depending on the nature and severity of the alleged violation, SCAI may recommend mediation as an alternative to disciplinary action. The involved

parties must each agree to mediation. Mediation is confidential. In mediation, the parties voluntarily meet with an impartial mediator to communicate their concerns and needs to each other and to reach their own agreement on the resolution of the case. The participants in mediation are responsible for keeping their agreement or renegotiating it, if necessary. In the event that the participants do not agree to mediate or mediate but do not reach a full and final resolution, the case will be referred back for possible disciplinary action. Breach of a mediated agreement may result in a follow up mediation session or the matter may be referred back through the conduct process at the discretion of SCAI. Mediation will not be a resolution option for cases involving allegations of incidents of sexual misconduct and/or interpersonal violence.

- (c) **Informal Resolution Conference:** At the discretion of SCAI, violations found not to warrant a formal hearing may be referred to an informal resolution conference. SCAI shall provide timely written notice to the student of the charges at least seven (7) business days before the informal resolution conference. At the informal resolution conference, the charged student has the opportunity to meet with an SCAI member or designee and accept responsibility for the charges of violation of the Rules of Conduct. At the informal level, the matter will be settled by the following outcomes: punitive sanction (Disciplinary Warning, Disciplinary Probation, or Disciplinary Deferred Suspension) as well as educational sanctions (papers, seminars, community service, etc.). If the matter is not resolved informally, the case will be resolved through a formal hearing. The outcomes from an informal resolution conference (decision of responsibility and recommended sanctions) are final and are not eligible to be appealed (UCF-5.010). The student will receive written notice of the Resolution Agreement within ten (10) business days of the conference, except in the case of extraordinary circumstances. Written notice of the Resolution Agreement will include the determination regarding responsibility for conduct violations and applicable sanctions.
- (d) **Formal Hearing:** If an alleged violation of the Rules of Conduct is not dismissed or otherwise resolved, then SCAI shall provide timely written notice to the student of the charges at least seven (7) business days before the formal hearing. Except as set forth in (5) below, the charged student may request either a panel or administrative hearing. The charged student's hearing shall be open only to the charged student; the charged student's advisor, advocate, or legal representative; the hearing body; witnesses (when called upon); a representative from SCAI; and a legal representative for the University. For cases of sex-based misconduct (non-Title IX Sexual Harassment), the hearing shall also be open to the complainant and advisor. For cases of Title IX Sexual Harassment, the hearing shall also be open to the complainant, advisor, and support person. In cases of alleged Academic Misconduct, the student is required to have an academic integrity hearing as stated in UCF-5.015.

(3) Formal Hearings. There are two types of formal hearings – panel hearings and administrative hearings.

- (a) **Panel Hearings.**
 - 1. A panel to consider an individual case shall be randomly selected by SCAI from the Student Conduct Board and shall consist of two (2) faculty and administrative staff members combined, and two (2) student members. One

- panel member shall be selected by SCAI to chair the hearing and report the proposed finding(s) and recommended sanctions, if any, to the Director of SCAI or designee.
2. At hearings conducted by a panel, an SCAI staff member shall act as an advisor to the panel. The Director of SCAI or designee shall receive the panel's proposed finding(s) as to "in violation" or "not in violation" of the Rules of Conduct, and consider any sanctions proposed by the panel.
 3. The Director of SCAI or designee may accept the proposed finding(s) of "in violation" or "not in violation" or remand the case for rehearing. If the Director of SCAI or designee accepts the proposed finding(s) of "in violation," they may approve, mitigate, or increase the sanctions proposed by the panel.
 4. Any decision by the Director of SCAI or designee to alter proposed sanctions or remand a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (b) Administrative Hearings
1. Administrative hearings shall be conducted by one faculty or staff member selected by SCAI from the Student Conduct Board.
 2. At hearings conducted by an administrative hearing officer, an SCAI staff member shall act as an advisor to the administrative hearing officer. The Director of SCAI or designee shall receive the administrative hearing officer's proposed finding(s) as to "in violation" or "not in violation" of the Rules of Conduct, and consider any sanctions proposed by the administrative hearing officer.
 3. The Director of SCAI or designee may accept the proposed finding(s) of "in violation" or "not in violation" or remand the case for rehearing. If the Director of SCAI or designee accepts the proposed finding(s) of "in violation," they may approve, mitigate, or increase the sanctions proposed by the administrative hearing officer.
 4. Any decision by the Director of SCAI or designee to alter sanctions or remand a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (c) Conduct of Formal Hearings - The following is furnished as a guide to the sequence of events in a formal hearing. The formal hearing will be recorded by the University, and no other recordings are permitted. The recording will be made part of the official record of the hearing.
1. Reading of charges.
 2. Charged Student response of "in violation" or "not in violation."
 3. Presentation of information in support of the charges.
 4. Opening statement by the charged student.
 5. Questioning of the charged student.
 6. Presentation and questioning of all other parties.
 7. Final questions of the charged student by the hearing body.
 8. Closing remarks by the charged student.
 9. Hearing is brought to a close.
- (d) Deliberations by the hearing body are not part of the hearing and are confidential. Deliberations occur after the closure of the hearing and are not recorded. Following

deliberations, the hearing body will prepare a written statement of its proposed finding(s) and, if applicable, recommend sanctions.

- (e) Case Record for Formal Hearing - The case record shall consist of the following items:
 - 1. A copy of the formal charges in writing.
 - 2. A recording of the formal hearing.
 - 3. All staff memoranda submitted.
 - 4. All items of physical or written documentation submitted, provided such items are not returned to a rightful owner. In that case, photographs or other facsimiles shall be made before return.
 - 5. The proposed finding(s) and sanction(s) by the hearing panel or administrator, if any.
 - 6. The Director of SCAI's or designee's decision.
- (f) Student Conduct Board members for panel and administrative formal hearings are selected through an annual application and interview process with the exception of the justices from the Student Government Judicial Branch. All Student Conduct Board members, including justices, receive annual training from SCAI. Student Conduct Board members who serve on hearings related to allegations of sex discrimination, including but not limited to relationship violence, sexual assault, sex harassment, and stalking receive additional training annually.

(4) Student Rights in the Student Conduct Review Process. The following rights apply to a student disciplinary proceeding:

- (a) The charged student shall be afforded timely written notice, at least seven (7) business days prior to each disciplinary proceeding, unless waived in writing. Written notice may be sent to the charged student's electronic and/or physical address listed in the Registrar's records. Written notice shall include:
 - 1. The student's name and address.
 - 2. Date, time, and location of the disciplinary proceeding.
 - 3. The rule(s) of conduct allegedly violated as known at the time the notice is sent.
 - 4. A listing of all known witnesses that have provided, or will provide, information against the student.
 - 5. A description of any physical or written documentation known at the time the notice is sent.
- (b) The student may have, at their own expense and initiative, an advisor, advocate, or legal representative to be present and who can fully participate in the disciplinary proceeding (i.e., informal resolution conference or formal hearing). It is the student's responsibility to make appropriate arrangements for the advisor, advocate, or legal representative to attend the preliminary conference or disciplinary proceeding(s), and the disciplinary proceeding(s) shall not be delayed due to scheduling conflicts of the chosen advisor, advocate, or legal representative. An advisor, advocate, or legal representative may not serve as a witness during any a disciplinary proceeding. The student may consult with their advisor, advocate, or legal representative at any time during the preliminary conference or disciplinary proceeding(s). This consultation must take place in a manner that does not disrupt the preliminary conference or disciplinary proceeding(s). If the advisor, advocate, or legal representative does not adhere to

their defined role in the Student Conduct Review Process, they may be removed from the disciplinary proceeding.

- (c) The Student Conduct Review Process shall be conducted on the basis that the charged student is not in violation until the preponderance of evidence proves otherwise, except if the student accepts responsibility for the charge(s). The technical rules of evidence applicable to civil and criminal cases shall not apply to the Student Conduct Review Process, including during a formal hearing. The burden of proof is not on the student charged with a violation of the Rules of Conduct. The university has the burden to prove, by a preponderance of the evidence, that a violation has taken place. Nothing contained in this paragraph prohibits or limits the University in offering other forms of resolution, such as mediation or informal resolution.
- (d) The student shall have the right to an impartial hearing officer for the formal hearing. Prior to the commencement of the formal hearing, the charged student shall have the opportunity to challenge the impartiality of any member(s) of the hearing body. If the student shows good cause for the removal of any member(s) of the hearing body, the Associate Vice President and Dean of Students or designee will assign a new hearing body member.
- (e) At least five (5) business days before the informal resolution conference or formal hearing, the University will provide the student with the opportunity to inspect all known information relating to the allegation(s), including inculpatory and exculpatory information. The University also has the right to review any information the student intends to use at the informal resolution conference or formal hearing at least five (5) business days before the informal resolution conference or formal hearing. During a formal hearing, only such information that is determined to be "Relevant Information" will be allowed.
- (f) The University cannot compel any person to attend a formal hearing. However, all parties may arrange for witnesses to voluntarily present Relevant Information during the proceeding. The questioning of a witness shall be facilitated by the hearing officer or panel conducting the formal hearing.
- (g) The student shall not be forced to present self-incriminating information during a disciplinary proceeding. In addition, the student reserves the right to remain silent. Such silence may not be used against the student. The University is not required to postpone any disciplinary proceeding(s) pending the outcome of any civil or criminal case. The University's formal hearing is not a criminal or judicial proceeding and is designed to address student behavior; therefore, alleged violations of the UCF Rules of Conduct will be addressed independently of any outcome imposed by the courts for a criminal offense.
- (h) The proposed finding, as well as the Director of SCAI's or designee's determination, of "in violation" or "not in violation" on the charges shall be based solely on the information presented at the formal hearing.
- (i) Should the student fail to attend the scheduled formal hearing, the hearing will be held in the student's absence and the proposed findings, including any recommended sanctions, will be made using the information available at the time of the scheduled formal hearing.
- (j) Only if the proposed finding of the formal hearing body is that the student is in violation, will prior conduct history be reviewed and potentially affect proposed sanctioning.

- (k) The results of any formal hearing shall be made available to the charged student within ten (10) business days following the hearing. Should SCAI need additional time, the deadline can be extended by the Director of SCAI or designee by notifying the charged student. For academic integrity cases, the results of any formal hearing shall be made available to the charged student within fifteen (15) business days following the hearing. The Director of SCAI or designee shall notify the charged student in writing of the need for additional time.
- (l) The student's enrollment status shall remain unchanged pending the University's final agency action in the matter, except in cases where the VP of SDES or designee determines that the safety, health, or general welfare of the student, any individual, or any part of the University may be involved.

(5) Additional Procedures in Cases of Sex-Based Misconduct and Title IX Sexual Harassment

- (a) In cases involving sex-based misconduct or Title IX sexual harassment, a single hearing officer will be the only option for a formal hearing.
- (b) Where a student is charged with a violation of UCF-5.008(5), the procedures outlined in UCF-5.006(6) and UCF Policy 2-004 will apply in addition to the procedures of the Student Conduct Review Process outlined above.
- (c) Where a student is charged with Title IX Sexual Harassment as prohibited under UCF-5.008(6), the procedures outlined in UCF-5.006(7) and the Title IX Grievance Policy (University Policy 2-012) will apply in place of the procedures of the Student Conduct Review Process outlined above, except that UCF-5.009(4)(a) and (e) will apply, and the sanctions outlined below may be applied to violations of UCF-5.008(6) Title IX Sexual Harassment.
- (d) The sanctions outlined below may be applied to violations of UCF-5.008(5) Sex-Based Misconduct (non-Title IX) and UCF-5.008(6) Title IX Sexual Harassment.

(6) Sanctions.

- (a) Disciplinary Warning - An official warning that the student's behavior is in violation of the UCF Rules of Conduct.
- (b) Disciplinary Probation – Disciplinary Probation status shall be for a specific length of time in which any further violation of the Rules of Conduct puts the student's status with the University in jeopardy. While on Disciplinary Probation, the student may continue to attend classes and is given a chance to show capability and willingness to live in accordance with the Rules of Conduct. If the student is found "in-violation" for another violation of the Rules of Conduct, while on Disciplinary Probation, more severe sanctions may be imposed. Restrictive conditions may be imposed and vary according to the severity of the offense. A non-exhaustive list of possible restrictive conditions shall be listed on the SCAI website (scai.sdes.ucf.edu). Student leadership eligibility shall be governed by the eligibility requirements outlined by the Office of Student Involvement and their eligibility appeal process. While on Disciplinary Probation, a hold will be placed on a student's record for record keeping purposes.
- (c) Deferred Disciplinary Suspension - Deferred Disciplinary Suspension is a designated period of time during which a student is given the opportunity to demonstrate the ability to abide by the Rules of Conduct. Deferred Disciplinary Suspension is used for offenses found serious enough to warrant Disciplinary Suspension, but where the specific circumstances of the case mitigate the offense or

for repeated offenses of a less serious nature. During a Deferred Disciplinary Suspension, the student will be officially suspended from the university, but the suspension will be deferred, meaning that the student may continue to attend classes. Students placed on Deferred Disciplinary Suspension will have a conduct overlay placed on their transcripts for the period of time that the Deferred Disciplinary Suspension is in effect. The conduct overlay is a notation indicating that the student is not in good standing. Restrictive conditions may be imposed and vary according to the severity of the offense. A non-exhaustive list of possible restrictive conditions shall be listed on the SCAI website (scai.sdes.ucf.edu). Student leadership eligibility shall be governed by the eligibility requirements outlined by the Office of Student Involvement and their eligibility appeal process. A disciplinary suspension will be enforced for failure to complete any assigned educational sanctions by the deadline(s) and/or for any subsequent violation of the Rules of Conduct, unless the Director of SCAI determines otherwise in exceptional circumstances. If the student is found in violation for any violation(s) of the Rules of Conduct that occurred while on Deferred Disciplinary Suspension status, including failure to complete any assigned educational sanctions by the deadline(s), the student will be suspended for a minimum of one (1) semester, in addition to the educational sanctions imposed for the subsequent violation. While on Deferred Disciplinary Suspension, a hold will be placed on a student's record for recordkeeping purposes.

- (d) Disciplinary Suspension - A student involved in an offense warranting consideration of action more serious than Deferred Disciplinary Suspension or one involved in repeated misconduct may face Disciplinary Suspension. During the period of Disciplinary Suspension, a student may not be enrolled in classes, participate in University related activities, whether they occur on or off campus. A student under Disciplinary Suspension may not otherwise be present on University premises unless authorized in writing in advance under conditions approved by the Director of SCAI. Upon being withdrawn, the student may no longer enroll in classes, may not be an active member of a Registered Student Organization, may no longer use university facilities, must vacate university owned housing, may no longer be permitted on university property, may not be employed by the University, and may be entitled to whatever refunds of tuition, fees, and room and board charges as would be appropriate given the timing of the withdrawal. In determining if and to what extent suspended students shall be authorized to be on University premises, the Director of SCAI or designee shall consider whether the suspension creates an undue hardship on the disciplinary suspended student. Students placed on Disciplinary Suspension will have a conduct overlay placed on their transcript for the period of time that the Disciplinary Suspension is in effect.—The conduct overlay is a notation indicating that the student is not in good standing. Further, while on Disciplinary Suspension, a hold will be placed on a student's record for record keeping purposes. All assigned educational sanctions must be completed prior to the conclusion of Disciplinary Suspension; otherwise, the Disciplinary Suspension will remain in effect.
- (e) Disciplinary Dismissal – Disciplinary Dismissal is a sanction which removes the student from the individual's academic program and separates the student from the University for a period of at least two years and up to seven years. A dismissed student has none of the rights or privileges of a student of the University.

Following Disciplinary Dismissal, the individual must apply for readmission to the University. Readmission is possible but not guaranteed and will only be considered after the two-to-seven-year time allotted from the effective date of the Dismissal, based on meeting all readmission criteria and obtaining clearance from the Associate Vice President and Dean of Students or designee. This may include restricted access to campus and/or other specified activities. Students placed on Disciplinary Dismissal will have a conduct overlay placed on their transcript for the period of time that the Disciplinary Dismissal is in effect. The conduct overlay is a notation indicating that the student is not in good standing. Further, while on Disciplinary Dismissal, a hold will be placed on a student's record for record keeping purposes. All assigned educational sanctions must be completed prior to the conclusion of Disciplinary Dismissal; otherwise, the Disciplinary Dismissal will remain in effect.

- (f) **Delayed Issuance of Diploma:** The issuance of a student's diploma from the University of Central Florida will be withheld until the completion of a stated time frame and all educational sanctions imposed through the Student Conduct Review Process.
- (g) **Delayed Conferral of Degree –** The Administrative process of a student's degree being conferred through the University's Registrar's Office will be delayed. This means the student's degree will not be awarded until the completion of a stated time frame and all educational sanctions imposed through the Student Conduct Review Process.
- (h) **Disciplinary Expulsion –** Disciplinary Expulsion is a sanction which removes the student from the individual's academic program and permanently separates a student from the University without opportunity to graduate or re-enroll at the university in the future. An overlay will be permanently placed on the student's record. Further, a hold will be permanently placed on a student's record for record keeping purposes.
- (i) **Educational Sanctions -** In conjunction with a sanction listed above, a student found to have been in violation of any of the Rules of Conduct will be assigned educational requirements such as, but not limited to, reflective/research papers, classes/seminars, interviews, etc. Educational sanctions are intended to provide a student with opportunities to repair the harm of their actions and to engage in meaningful developmental experiences that will help the student in avoiding future violations of University policy.

Authority: BOG Regulations 1.001 and 6.0105. History - Formerly 6C7-5.0041, New 6-18-09. Amended 9-5-13, 3-5-15, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, 6-18-20, 10-22-20, 9-23-21, _____-22.

UCF-5.010 Student Conduct Appeals

(1) Appeals within the Student Conduct Review Process

- (a) Students found in violation as a result of a formal hearing may appeal the finding(s) and sanction(s) imposed. The appeal must be made in writing to the Appellate Officer (VP of SDES or designee) within ten (10) business days after the date the student was notified of the decision by the Director of Student Conduct and Academic Integrity (SCAI) or designee. The person designated to hear the appeal may not have directly participated in any other proceeding related to the charged violation. The appeal form can be found at <http://scai.sdes.ucf.edu/process>.
- (b) Students may appeal the finding and sanction(s) imposed on the basis of one or more of the following:
 - 1. Irregularities in fairness and stated procedures of the hearing that could have affected the outcome of the hearing.
 - 2. Discovery of new and significant information that could have affected the outcome of the hearing and that was not known or could not reasonably have been discovered and/or presented at the time of the initial hearing.
 - 3. The sanction(s) are extraordinarily disproportionate to the violation(s).
- (c) On the appeal form, the student must state the reason(s) for appeal, the supporting facts, and the recommended solution. This is not a re-hearing of the conduct case. An appeal cannot be filed simply because a student is dissatisfied with the decision. Failure to describe the nature of the information in full detail in the appeal letter will result in the denial of an appeal.
- (d) The appellate officer shall first determine if sufficient grounds for appeal exist and then, if so, the appellate officer may: deny the appeal, thus sustaining the initial decision; alter the sanction(s); or return the case for a new hearing. Any decision by the appellate officer to alter sanctions or return a case for new hearing shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (e) The appellate officer should issue a written decision to the student's appeal within twenty (20) business days of receipt of the appeal. Should the appellate officer require additional time for review beyond the twenty (20) business days, the appellate officer shall notify the charged student in writing of the need for additional time. Decisions of the appellate officer reflect final agency action.
- (f) Any decision by an appellate officer to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (g) SCAI cannot place an overlay on the student's record until the appeal decision is completed or if the student chooses not to appeal. At such time, if appropriate, a hold and/or overlay, is placed on the student's record. If the appellate officer upholds the original findings, the effective date of any disciplinary sanction(s) imposed will revert back to the date of the Director of SCAI's or designee's final decision letter.

(2) Appeals within the Student Conduct Review Process for Cases Involving Sex-Based Misconduct ~~and/or Title IX Sexual Harassment~~

- (a) Complainants and Respondents in matters involving allegations of Sex-Based Misconduct ~~and/or Title IX Sexual Harassment~~ (as defined in Regulation UCF-5.008(5) ~~and UCF-5.008(6)~~) may appeal the finding(s) and sanction(s) imposed from a student conduct formal hearing. The appeal must be made in writing to the Appellate Officer (VP of SDES or designee) within ten (10) business days after the date both the Respondent and Complainant are notified of the decision by the Director of SCAI or designee. The person designated to hear the appeal may not have directly participated in any other proceeding related to the charged violation. The appeal form can be found at <https://scai.sdes.ucf.edu/student-appeal/>.
- (b) In cases charged under 5.008(5), Complainants and Respondents may appeal the finding and sanction(s) imposed on the basis of one or more of the following:
1. Irregularities in fairness and stated procedures of the hearing that could have affected the outcome of the hearing.
 2. Discovery of new and significant information that could have affected the outcome of the hearing and that was not known or could not reasonably have been discovered and/or presented at the time of the initial hearing.
 3. The sanction(s) are extraordinarily disproportionate to the violation(s).
- ~~(c) In cases charged under 5.008(6), Complainants and Respondents may appeal the finding and sanction(s) imposed on the basis of one or more of the following:~~
- ~~1. Procedural irregularity that materially affected the outcome of the matter (i.e., a failure to follow the University's own procedures).~~
 - ~~2. New evidence that was not reasonably available at the time the Determination of Responsibility, or dismissal was made, that could materially affect the outcome of the matter.~~
 - ~~3. The Decision Maker(s) had a conflict of interest or bias for or against an individual party, or for or against Complainants or Respondents in general, that materially affected the outcome of the matter.~~
 - ~~4. The sanction(s) are extraordinarily disproportionate to the violation(s). criteria as defined in the University's Title IX Grievance Policy, UCF Policy 2-012.~~
- (~~d~~c) On the appeal form, the student must state the reason(s) for appeal, supporting facts, and the recommended solution. Failure to describe the nature of the information in full detail in the appeal letter will result in the denial of the appeal.
- (~~e~~d) The appellate officer shall first determine if sufficient grounds for appeal exist and then, if so, the appellate officer may: deny the appeal, thus sustaining the initial decision; alter sanction(s); or return the case for a new hearing.
- (~~f~~e) The appellate officer should issue a written decision to the student's appeal within twenty (20) business days of receipt of the appeal. The written decision shall ~~issue~~be issued to both the Complainant and the Respondent. Should the appellate officer require additional time for review beyond ~~the~~ twenty (20) business days, the appellate officer shall notify the Complainant and Respondent in writing of the need for additional time. Decisions of the appellate officer reflect final university action.

- (gf) Any decision by an Appellate Officer to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

(3) Appeals within the Student Conduct Review Process for Title IX Sexual Harassment
Complainants and Respondents in matters involving allegations Title IX Sexual Harassment are to follow University's Title IX Grievance Policy, UCF Policy 2-012 which outlines the rights, including appeals rights, for both parties.

(34) Community ReEngagement and Educational Development (CREED) Program

- (a) The Community ReEngagement and Educational Development (CREED) Program is designated for a student to have the opportunity to demonstrate that in the period following the conclusion of the Student Conduct Review Process, they have taken steps to become a productive and engaged member of the UCF Community.
- (b) Upon completion of one semester of Disciplinary Probation, Deferred Disciplinary Suspension, or Disciplinary Suspension and completion of all educational sanctions, a student can request a review of their disciplinary status through the Community ReEngagement and Educational Development (CREED) Program. Students who have a Z Designation on their transcript are eligible to apply once the duration of their Disciplinary Suspension has ended and all educational sanctions are complete.
1. Students who have been found In Violation of a Rule of Conduct that required an investigation by the Office of Institutional Equity (OIE) are ineligible to apply for relief under the CREED Program.
 2. Students who have been found In Violation of a Rule of Conduct that had a substantially negative impact on a person or group of people, as determined by SCAI, are ineligible to seek relief under the CREED Program.
- (c) Requests must be submitted to the Director of SCAI or designee via an online CREED Program submission form available at www.scai.sdes.ucf.edu/creed . This request can only be submitted once a semester.
- (d) The Director of SCAI or designee will review applications submitted before the semesterly deadline(s) during the application review period(s). Information on application deadlines and review periods can be found at <https://scai.sdes.ucf.edu/creed-program/> . The Director of SCAI or designee shall conduct a preliminary review to ensure that the student's request meets the necessary eligibility and application requirements. The Director of SCAI or designee must communicate the finding of the preliminary review of the application as well as the date and time of the CREED Review Meeting that has been scheduled for a committee to conduct a review of the student's application, if applicable. The student has three (3) business days from when the Director of SCAI or designee sent their preliminary findings to request an alternate date and time of the CREED Review Meeting.
- (e) Prior to this meeting, the committee will have reviewed the submitted packet and will prepare questions for the student to address, as well as provide the student with the opportunity to further discuss why their disciplinary status should be altered or terminated or why the Z Designation should be removed from the

student's transcript. No alterations shall be made to include new or increased sanctions. Should the committee feel that further information and/or documentation is necessary in order to render a recommendation, the review may be temporarily recessed. The student will be given ten (10) business days to produce the information and/or documentation. Upon receipt of the requested information and/or documentation, the committee will reconvene the CREED Review Meeting with the student.

- (f) After the meeting, the committee will issue a recommendation to the Director of SCAI or designee. The Director of SCAI or designee will provide a final decision to the student in writing within ten (10) business days of receiving the recommendation.
- (g) If the request is denied by the Director of SCAI or designee the final decision shall include a concise and explicit written statement that explains the basis for that decision and suggested action items for the student's success.
- (h) There is no appeal process for a CREED Review Meeting decision.

(45) Sealing of Records

- (a) A student's conduct record is eligible to be sealed if the incident(s) in question are minor and do not result in disciplinary suspension, disciplinary dismissal, or disciplinary expulsion and/or if the student is not current on disciplinary probation or deferred suspension with all educational sanctions completed in full.
- (b) A student conduct record may be sealed upon the successful submission and review of appropriate paperwork to SCAI.
- (c) The factors influencing the decision by the Director of SCAI for sealing are the severity of the violation, effect of the violation on the University community, sanctions applied, completion of sanctions, and ethical development demonstrated by the student.
- (d) There is no appeals process regarding student conduct record sealing.

Authority: BOG Regulations 1.001 and 6.0105. History – Formerly 6C7-5.00431, New6-18-09. Amended 3-5-15, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-18-19, 6-18-20, 10-22-20, 9-23-21, _____-22.



Board of Trustees
May 26, 2022

GOV-6: Amendments to University Regulations UCF-6.007 Traffic/Parking Regulation and Enforcement and UCF-6.008 Vehicle Registration Fees; Parking Violation Fines

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The University proposes to amend two University Regulations related to parking. Regulation *UCF-6.007 Traffic/Parking Regulation and Enforcement* is amended to add new language introducing virtual permits for students, employees, and campus visitors. Virtual permits will now be the primary parking permit format for all vehicles, except for those who are unable to register online. New language has also been added for electric vehicles and to update the language for high efficiency vehicles.

Regulation *UCF-6.008 Vehicle Registration Fees; Parking Violation Fines* is amended to reflect a shift in permit periods from semesters to calendar periods, and to incorporate virtual permits that are being implemented this year for all campus parking. Additionally, language has been added for one new parking violation and for new types of daily visitor permits.

These regulations were posted online April 25, 2022, for public comment. Two comments were received as of the date of submission of these materials and were addressed with the commenters without any recommendation for change to the regulation language.

Background Information:

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.” University Regulation UCF-6.008 is a select regulation and will also be submitted to the Board of Governors for approval after approval by this Board.

Recommended Action:

Approve amendments to UCF Regulations UCF-6.007 and UCF-6.008.

Alternatives to Decision:

Do not amend University Regulations UCF-6.007 and UCF-6.008 as proposed. Approve alternative amendments.

Fiscal Impact and Source of Funding:

N/A

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 has approved adding this item to the agenda

Submitted by:

Youndy Cook, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-6.007

Attachment B: Proposed Amended Regulation UCF-6.008

Facilitators/Presenters:

Youndy Cook

UCF-6.007 Traffic/Parking Regulation and Enforcement.

(1) General Information.

(a) Definitions.

1. The term “vehicle” shall include bicycles, motorcycles, automobiles, trucks, and other mobile equipment.
2. High Efficiency Vehicles (HEV): Vehicles which run on rechargeable batteries and gasoline engines combined or which use one or more electric motors or other non-fossil fuel for momentum. ~~Only these vehicles will be allowed to park in spaces that have signs and/or stenciling that state “Hybrid Vehicles Only” or “HEV Parking Only”. Only Electric Vehicles which require electricity for power may park in the parking spaces designated “Electric Vehicles Only”. Vehicles parked in these spaces must be in the charging mode. Only HEV vehicles may be parked in HEV spaces and must have a valid UCF virtual parking permit or physical hang tag. Maximum time allowed in HEV/Electric Vehicle Only spaces is 4 hours. Valid UCF parking permits must be displayed.~~
3. Electric Vehicles (EV): Only EV vehicles which require electricity for power may park in the parking spaces designated “Electric Vehicles Only”, must be in charging mode, and must have a valid parking permit. Maximum time allowed in EV spaces is 4 hours.
3. ~~Decals and hang tags: Printed labels or hang tag permits issued by the university evidencing vehicle registration. For the purposes of this regulation, the words “decal”, “hang tag”, and “permit” are synonymous.~~
4. Virtual permits: for the purpose of this regulation, the terms virtual permits and hang tag permits are synonymous.
5. License Plate Recognition (LPR): University of Central Florida utilizes license plate recognition hardware and software for parking systems and management.
6. Campus: Campus includes the Orlando/Main Campus and the specialized campuses of: UCF Downtown, Academic Health Sciences and Rosen College of Hospitality Management.

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

violations of the university's parking regulations. In those cases heard before it, this committee will render decisions ~~determining responsibility~~ ~~adjudicating guilt~~ and will impose appropriate monetary or restrictive penalties. The University Parking Citation Appeals Committee reports to the ~~Assistant Vice President for Auxiliary Services~~ ~~Vice President for Administration and Chief Operating Officer~~.

- (d) **Applicability** – The provisions of this regulation shall apply at all times to vehicles that are operated or parked on the UCF campus. The fines, penalties and other sanctions against persons in violation of the provisions of this regulation will be enforced as follows:
1. In the case of a vehicle registered with the Department of Parking and Transportation, the university shall assess fines for parking violations against the person in whose name the vehicle is registered with Parking and Transportation Services.
 2. In the case of a vehicle not so registered, assessments for parking violations shall be made against the operator if it is determined that the operator at the time of the violation is associated with the university and, in fact, should have registered the vehicle with the Department of Parking and Transportation.
 3. If a vehicle is not registered with the university and the operator is not associated with the university, fines will be assessed against the vehicle's state registration vehicle certificate holder.
- (e) **Responsibility** – Unless otherwise noted, the Department of Parking and Transportation is responsible for the implementation and enforcement of this regulation and for resolution of disputes with regard to the university's parking and traffic regulations.
- (f) **Authorizations.**
1. Operation of a motor vehicle upon any UCF campus is a privilege granted by the university. All vehicles parked on any university campus must be currently registered with the Department of Motor Vehicles and display a valid license tag. UCF adheres to Florida State Statutes regarding vehicle registration expiration dates.
 2. The university is authorized and reserves the right to regulate the use of any of its vehicle parking facilities for the exclusive use of designated groups or individuals.
 3. Any individual possessing a valid driver's license may operate a properly registered motor vehicle on the UCF campus in accordance with the provisions of these regulations.
 4. UCF police officers, community service officers (CSOs) and parking enforcement personnel are authorized to issue a university parking and traffic citation to any person or vehicle violating university parking and traffic regulations.
 5. Vehicles are subject to immobilization or being towed from the campus, depending upon the need for such action, as set forth in these regulations.
 6. UCF assumes no responsibility for vehicles, or their contents, parked on campus.
 7. The University of Central Florida utilizes license plate recognition hardware and software (LPR) for parking systems management and enforcement ~~as of 2019~~.

(2) Registration Regulations.

- (a) All motor vehicles parked on the UCF campus must be registered with the Department of Parking and Transportation and have the appropriate virtual parking permit or applicable physical parking permit properly displayed while parked on campus. This includes vehicles used by evening and non-traditionalspecial students. Exceptions to this requirement are as follows:
1. Vehicles displaying “government” license plates.
 2. Properly identified Government officials, such as FBI, ATF, US Customs, etc., who need to park on campus on official business, whose vehicles do not display an official government tag or other governmental markings, may be issued a one day parking permit free of charge. These permits may be issued at either the Visitor and Parking Information Center or the Department of Parking and Transportation.
 3. Construction personnel and contractors engaged in projects on campus may park within the designated fenced enclosure of the construction site without a UCF parking permit or may purchase a parking permit unless a permit is otherwise provided.
 4. Visitors shall comply with subparagraph (f) ~~1315~~ below.
- ~~(b) — Registration of more than one automobile and one motorcycle is permissible by paying full price for each permanent decal or hang tag. A hang tag permit transferable from automobile to automobile is also available; however hang tags cannot be transferred from an automobile to a motorcycle.~~
- ~~(be)~~ The vehicle registration year begins September 1 and ends August 31 the following year. To facilitate the permit registration process for physical permits, hangtag permits may be available for purchase the beginning of the last week in July of the registration year. Semester permits are valid 150 days from the date of purchase. Each vehicle must be registered with a virtual permit or have a physical permit properly displayed no later than the first day of classes of each semester. Individuals who purchase a virtual permit may register a second vehicle to their account for an additional \$15.00 fee. Only one registered vehicle per account can be parked on any of the UCF campuses at any given time or the account holder will be subject to \$100 parking fine for virtual permit misuse.
- ~~(cd)~~ All individuals who register their vehicles at the university must register them online. Registrants may pay for their parking permits online with a credit card, or Knight Cash, ~~or pay for them in person at the Department of Parking and Transportation in Parking Garage B.~~
- ~~(e) — Decal Display — Issued decals are to be permanently affixed to the registered vehicle. Decals must be affixed either to the left rear bumper or on the outside of the rear windshield of the driver’s side. Motorcycle decals must be affixed to the right front fork. Decals not affixed in accordance with instructions will result in a citation for improper display.~~
- ~~(df)~~ Physical Hhang tag permits must be displayed on the rearview mirror with the permit number and expiration date visible and legible from the exterior of the vehicle.
- ~~(eg)~~ Registrants must register their own vehicle. The Department of Parking and Transportation must be notified of any change in ownership or license plate number.
- ~~(h) — Permanent decals are not transferable between individuals or vehicles. Upon sale or other disposal of a registered vehicle, the permanent decal must be destroyed~~

~~unless the registrant wishes to purchase a replacement decal. If the registrant wishes to purchase a replacement decal, the registrant must remove the original decal from the disposed vehicle and return it (or sufficient fragments thereof, including the decal number) to the Department of Parking and Transportation as proof that the original decal is no longer in use.~~

(f) Parking permits are sold or issued under the following guidelines:

1. Only the university president, vice presidents, associate vice presidents, assistant vice presidents, deans and others as approved by the University Parking and Transportation Advisory Committee are eligible to purchase “A” permits. An “A” permit authorizes parking in a 24-hour reserved space, as well as in any other legal parking space on campus that is not reserved for 24 hours daily use. Only a limited number of 24-hour reserved spaces are available.
2. Except as provided otherwise above in subparagraph (i)1, employees with salaries >\$50,001 must purchase virtual “B” permits. “B” permits authorize parking in designated “B”, “C”, and “D” parking areas ~~or in any unreserved parking garage on the campus.~~
3. Employees with salaries < \$55,001~~50,000~~ may purchase either a virtual “B” or “C” permit; “C” permits authorize parking in designated “C” or “D” parking areas but they must park in the type of facility designated by the permit they choose, or in any unreserved parking garage. Category of permit must be selected when the permit order is placed. Employees who are enrolled in classes may not purchase a student “D” permit in lieu of the appropriate “B” or “C” permit. Full-time employees who are also enrolled in classes are not eligible to purchase student “D” permits.
3. ~~All non-student OPS employees may purchase “B” or “C” permits based on the aforementioned criteria, but they must park in the type of facility designated by the permit they choose, or in any unreserved parking garage on the campus.~~
4. ~~Eligible non-UCF employees of the Research Park and on-campus vending/retail establishments must purchase only “C” permits. A “C” permit authorizes parking in designated “C” and “D” areas only, or in any unreserved parking garage on the campus.~~
5. ~~All students who do not live on campus may purchase only “D” permits. “D” permits authorize parking in designated “D” parking areas only or in any unreserved parking garage on the campus. Graduate Teaching Assistants, Graduate Research Assistants and all other student OPS employees must purchase only “D” permits.~~
46. All students, staff and faculty parking motorcycles, mopeds, or motor scooters on campus must purchase motorcycle (“MC”) permits. “MC” permits authorize parking in designated motorcycle spaces only.
7. ~~Residential students who reside in the Apollo, Libra, Nike, Hercules, and Neptune communities must purchase only “R” permits. “R” permits are restricted to “R” designated parking areas between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday; however, any unreserved parking space may be used at all other times. Posted overnight and game day restrictions apply.~~

- ~~8. Residential students who reside in the Lake Claire community must purchase only “RL” permits. “RL” permits are restricted to “RL” designated parking areas between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday; however, any unreserved parking space may be used at all other times. Posted overnight and game day restrictions apply.~~
- ~~9. Residential students who reside in the Towers at Knights Plaza must purchase only “KP” permits. “KP” permits are restricted to parking garage E or G between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday; however, any unreserved parking space or garage may be used at all other times. Posted overnight and game day restrictions apply.~~
5. Commuter students. Student virtual permits are available to all students who do not reside in campus housing. A “D” virtual permit allows parking in designated “D” student parking areas.
6. Resident students.
 - a. Residential virtual permits are available to students who reside on campus as follows:
 - i. Residents of Apollo, Libra, Hercules, Nike and Neptune communities may purchase only “R” virtual permits and are restricted to designated “R” parking spaces between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday.
 - ii. Residents of Lake Claire community may purchase only “RL” virtual permits and are restricted to designated “RL” parking spaces between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday.
 - iii. Residents of the Towers at Knights Plaza may purchase only “KP” virtual permits and are restricted to “KP” parking garages between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday.
 - b. All residential parking spaces are restricted to residential permits only and are towing enforced.
 - c. All residents with listed virtual permit designations may park in any unreserved parking space from 5:30 p.m. to 7:00 a.m. and on weekends. Posted overnight and game day restrictions apply.
7. Graduate Teaching Assistants, Graduate Research Assistants and all other student OPS employees may purchase only “D” permits.
- ~~810. Employees and students (including Valencia employees and students) at the Rosen College of Hospitality Management, and UCF Downtown campus, and the Academic Health Sciences Campus must purchase a virtual permit of the appropriate classification (“B”, “C”, or “D”) which may be used on any of the UCF campuses for parking on the UCF main campus, the UCF Downtown campus, the Academic Health Sciences campus, and the Rosen campus in “B”, “C”, or “D” lots and park in parking areas as their permit designates.~~
9. Employees or affiliates of the city or county must display a valid UCF permit to access UCF Parking facilities.
- ~~11. Valencia employees and students must purchase a “V” permit of the appropriate classification (“BV”, “CV”, or “DV”) which may be used for parking on the UCF Downtown campus, the UCF main campus, the Rosen~~

~~Campus, and the Academic Health Sciences campus in “B”, “C”, or “D” lots as their permit designates.~~

~~12. Employees and students of the Academic Health Sciences Campus must purchase a “M” permit of the appropriate classification (“BM”, “CM”, or “DM”). “M” permits allow parking at the Academic Health Sciences Campus, UCF main campus, the Rosen Campus, and the UCF Downtown Campus in “B”, “C”, or “D” lots as their permit designates.~~

~~1013. Employees of the Athletics Department, UCF Convocation Corporation (UCFCC), and the Arena, may be issued “F” permits. Approval to purchase an ‘F’ permit must be granted by a designee of the Athletics Department or UCFCC. An “F” permit authorizes parking in parking garage F or any other parking lot or unreserved parking garage that is equivalent to the permit they are issued. “F” permits may be red or blue.~~

~~1114. Special guests of the university, including but not limited to fully retired UCF employees, eligible campus ministry personnel and State Auditors, shall be issued “G” permits, subject to the availability of such permits. A “G” permit authorizes parking in any legal parking space on campus other than those reserved twenty-four (24) hours a day. Requests for this permit shall be submitted to the Department of Parking and Transportation. Retirees who return to work in a full-time position with benefits are not eligible to receive a “G” permit. “G” permits, whether decal or hang tag, are assigned to the retiree or other eligible person(s) for their use only and may not be transferred to another person. Such transference constitutes fraud and the permit may be revoked. Further, additional permit issuance may be prohibited to the retiree as well as any other individual involved with the use of said permit. A replacement fee may be assessed for a “G” permit that is reported lost.~~

~~1215. Vendor permits are available to vendors who conduct business on the university campus. University departments located off campus may purchase vendor permits for short term, official business only. Vendor permits allow for parking for short term (2 hours) for use of Service Vehicles Only spaces for close parking access to buildings to load or unload materials, supplies, and/or equipment. For all other usage, including any parking exceeding 2 hours, Vendor permits allow use of any “C” or “D” parking lot or unreserved parking garage spaces. Vendor permits are not intended to be used to provide convenient parking or an alternative to purchasing a parking permit. Departments that purchase vendor permits are specifically prohibited from allowing students to use the permits for non-vendor functions, e.g. to go to class or attend campus events. If heavy lifting of materials is not required, a UCF staff hang tag may be purchased instead. Vendors who need a permit on an infrequent basis may purchase a daily permit that can be used as a vendor permit. In such cases vendors must inform Parking and Transportation Services personnel of their need for a vendor parking permit. Departments found in violation of this regulation will have their vendor permit confiscated and rescinded for the balance of the parking year, and may be designated as ineligible for purchase/re-issue of a vendor permit for a period up to one year.~~

~~1316. Visitors to the campus shall purchase a daily visitor’s parking permit online at www.parking.ucf.edu or at the Visitors and Parking Information~~

Center. ~~This permit is to be displayed on the vehicle as instructed and A virtual daily permit or physical daily permit~~ authorizes parking in student (“D”) parking lots and unreserved parking garages unless otherwise directed by parking services personnel. Daily permits are valid from time of purchase until 11:59 p.m. of the date purchased. ~~Visitors may also purchase a virtual permit online at www.parking.ucf.edu. A virtual permit authorizes parking in all student parking lots and unreserved parking garages. A 24-hour daily permit may be purchased and will expire 24 hours after time of purchase.~~ Visitors may also park in any short-term, timed parking space by paying the appropriate fee for the time requested. Short-term, timed spaces may be enforced 24 hours a day, unless otherwise posted.

147. Individuals who possess a valid Disabled Veteran (DV) license plate are exempt from the parking permit fee provided the DV license plate is registered in their name.
158. Persons holding current, permanent state-issued disabled placards, or temporary state disabled placards are required to purchase a UCF parking permit of appropriate classification, i.e., “B,” “C,” or “D,” or “Daily Visitor” to park on the campus. Disabled persons with such appropriate permits may park in any available disabled parking space on the campus, including unreserved parking garages, except for those spaces that are restricted, such as designated twenty-four hour reserved or service parking spaces.
19. ~~Temporary parking permits must be obtained when an unregistered substitute vehicle is being parked on campus. A temporary permit may be obtained at the Visitors and Parking Information Center or at the Department of Parking and Transportation during business hours. A temporary permit for substitute vehicles is issued at no charge and allows the same parking privileges as does the permanent decal for which it substitutes. A temporary permit shall be issued for a maximum period of seven (7) days. A maximum of six (6) temporary permits may be issued to a vehicle in a single semester. Failure to obtain a temporary permit will result in a citation for no permit. A temporary permit shall be displayed on the vehicle rearview mirror facing forward.~~
1620. Patients of UCF Student Health Services and UCF Counseling Center or Wellness and Health Promotion Services:
- a. Student Health Services: Both a valid UCF parking permit and Health Services parking pass must be properly displayed when parking in Health Services patient spaces. The Health Services pass must be obtained from the reception desk located in Student Health Services.
 - b. Counseling Center: Both a valid UCF parking permit and Counseling Center parking pass must be properly displayed when parking in the Counseling Center patient spaces. The Counseling Center pass must be obtained from the reception desk located in the Counseling Center.
 - c. Biofeedback Clients: Both a valid UCF parking permit and Biofeedback Center parking pass must be displayed when parking in the Biofeedback client spaces. The Biofeedback pass must be obtained from Wellness and Health Promotion Services.
1724. Replacement permits:
- a. Replacement permits for physical permits are issued for \$14.08 plus tax for a multi-semester permit and \$7.04 plus tax for a one semester

permit. Proof of sale of the vehicle or return of the original permit is required. If a permit is stolen, a stolen parking permit affidavit must be filed and signed before the replacement permit may be issued.

- b. When the original permit or sufficient remnants thereof, is not returned or proof of sale is not provided, the replacement fee shall be the full fee in effect at the time of the replacement. The full fee also applies to permits to replace those that are reported lost.

(3) Parking Regulations.

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

11. Failure to cancel registration or to destroy a physical parking permit~~deal~~ upon disposal of the registered vehicle.
12. Unauthorized or fraudulent use of a parking permit.
13. Parking a bicycle, electric bicycle, scooter, skateboard, or any micro-mobility device in a motor vehicle space, on disabled ramps, in areas designated by signs as no bicycle parking, on sidewalks or crosswalks, or in any way to impede ingress or egress of a building.
14. Parking a motorcycle in a motor vehicle space, or any space not designated as motorcycle parking.
15. Parking in a residential parking space without the appropriate permit.

(4) Disposition of Parking Citations.

- (a) Payments of non-contested parking citations must be received by the Department of Parking and Transportation within ten (10) business days from the date of citation issue. A late charge of \$10.00 shall be assessed each citation if payment is received after the ten (10) business day period. Payments shall be made by mail, in person, by telephone, or online (at www.parking.ucf.edu), ~~or by deposit in campus fine collection boxes. Campus fine collection boxes are yellow and located throughout the campus.~~
- (b) Once a citation has been placed on the vehicle, Parking and Transportation personnel have no further responsibility of notification.
- (c) Fifty (50) or more coins used in any parking related transaction delays processing and will not be accepted as a form of payment.
- (d) Any person who alleges being unjustly ticketed shall appeal the citation online at www.parking.ucf.edu -within ten (10) business days from the date the citation was issued. The Director of the Department of Parking and Transportation or an authorized designee shall eliminate late charges or dismiss the citation altogether if it is determined to have been issued in error. Appeals not sustained by the director or authorized designee shall be heard by the Parking Citation Appeals Committee. Individuals requesting personal appeals shall be notified of their scheduled hearing date at the time his or her appeal is submitted online. A reminder of the notification will be emailed to the appellant prior to the scheduled appeal date. Written appeals shall be reviewed by a Parking and Transportation Services sub-committee made up of representatives from parking enforcement, maintenance, management, general staff and students. All appellants shall be notified by email of the committee's decision subsequent to the appeal being heard. Fees assessed due to a vehicle's immobilization may not be appealed.
- (e) The decisions of the Parking Citation Appeals Committee shall be based upon the provisions set forth in this regulation and extenuating circumstances, if any, and are final and binding, except as set forth herein. A student may request a second level of appeal by submitting a written appeal with the Student Government Association's Judicial Council within ten (10) business days upon receiving notification that the original appeal to the Parking Citation Appeals Committee was heard and denied. The Student Government Association is responsible for establishing the appeal procedure for this second level of appeal. The decision of the Judicial Council is final and binding and no further appeals shall be permitted. For purposes of this appeal process, "student" shall be defined to mean a person enrolled in classes at UCF as of the date of the parking citation.

- (f) The following reasons will not be accepted by the Judicial Council as grounds to dismiss or reduce a citation. This is not an all-inclusive list:
1. Disagreement with the traffic and parking regulations
 2. Ignorance of the regulation
 3. Stated inability to find a permitted parking space
 4. Operation of the vehicle by another person
 5. Tardiness to class and/or appointment
 6. Inability to pay fine (lack of money)
 7. Displayed expired permit
 8. No valid virtual permit
 9. ~~Traffic congestion~~
 10. ~~Stated perception that designated parking area is not safe~~
 11. To delay paying the fine for an appealed citation
 12. Unsupported evidence of direction by any university official
 13. Failure to attend the scheduled personal appeal or notify Parking Services twenty-four (24) hours in advance of the hearing of the inability to attend.
- (g) Students should consider the following when choosing to file an appeal with the Judicial Council:
1. Make sure the reason for the appeal is not one of those listed in subsection (f) above.
 2. The student must prepare a concise written and/or oral statement not to exceed five minutes.
 3. The Judicial Council will contact the student within three (3) business days to schedule a hearing. The case will be scheduled within ten (10) business days upon the Judicial Council receiving notice of the appeal. If the student does not appear for the hearing in person before the Judicial Council, the hearing will continue in the student's absence as a written appeal ~~the original decision of the Parking Appeals Committee will be sustained. The Director of Parking and Transportation Services~~ Parking and Transportation Services personnel ~~does~~ not have the authority to overturn the decision of the Judicial Council.

(5) Vehicle Immobilization.

- (a) Vehicles are subject to immobilization under the following circumstances:
1. The vehicle has accumulated three or more unpaid parking citations, or unpaid citations totaling \$200.00 or more in fines.
 2. Possession of, using, or displaying a fraudulent/unauthorized parking permit. Violators may also be subject to referral to the Office of Student Conduct.
 3. For law enforcement purposes, in which case an immobilization release fee may not be charged.
- (b) Cost of release from immobilization is \$50.00 and payment of all unpaid citations. Citations issued up to time of immobilization are not allowed to be appealed. Release is available from Parking Services personnel Monday through Friday 7:30 a.m. to 9:00 p.m. or as stated on www.parking.ucf.edu.

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

- (a) The vehicle is parked in a hazardous manner, blocking traffic, roadways, crosswalks, sidewalks, disabled ramps, or creating a hazard such as leaking gasoline.
- (b) The vehicle is parked in a space reserved twenty-four (24) hours per day.

- (c) When arrangements to release an immobilized vehicle have not been made within forty-eight (48) hours of the original immobilization.
- (d) When the vehicle is abandoned on campus for any reason whatsoever for more than forty-eight (48) hours.
- (e) When immobilization is not appropriate due to vehicular construction.
- (f) When the vehicle owner has previously removed or attempted to remove an immobilization device without authorization.
- (g) When the vehicle is parked in a parking lot or garage during posted time restrictions.
- ~~(g)~~(h) When the vehicle is parking in a residential parking lot or garage without a residential parking permit.

(7) Revocation of Campus Parking Privileges —~~The Director of the Department of Parking and Transportation~~The Associate Vice President for Auxiliary Services shall revoke the privilege of any person to park a vehicle on campus for a period of one year when it is determined that:

- (a) That person falsifies or willfully misrepresents vehicle registration information.
- (b) That person, whether the owner or operator, displays a fraudulent permit on a vehicle.
- (c) That person has accumulated six (6) or more parking citations during an academic year.

(8) Administrative Penalty for Non-Payment of Parking Citations – A violator who is delinquent in the payment of parking citations shall not be permitted to register for class, drop or add classes, receive transcripts or diplomas, or purchase another permit until the debt has been satisfactorily resolved.

(9) Traffic Regulations.

- (a) State Uniform Traffic Control Law, Chapter 316, F.S., as well as Chapter 320 F.S., is in effect on campus at all times.
- (b) Campus speed limits are 10 mph in parking lots and parking garages and 30 mph on roads unless otherwise posted.
- (c) It is a violation to drive or park in an opposing direction than indicated by signs, flow of traffic or directional arrows.
- ~~(d) Back in parking is not allowed in any parking lots or garages~~
- (de) Parking bicycles, scooters or vehicles on grass or on sidewalks not used as access areas is a violation. Conveyances used by disabled persons are exempt from this regulation.
- (ef) State of Florida Uniform Traffic citations issued on campus by university police officers are referred to appropriate local government courts for disposition.

Authority: BOG Regulation 1.001. History—New 3-22-76, Amended 8-19-82, 5-5-83, 8-14-83, Formerly 6C7-6.07, Amended 8-1-88, 9-20-89, 8-12-90, 7-21-91, 10-11-92, 9-8-93, 9-15-96, 8-14-02, 12-8-03, 8-14-05, 6-27-06, 8-15-06, 6-25-07, 7-31-08, Formerly 6C7-6.007, Amended 7-1-09, 6-24-10, 7-7-11, 3-16-12, 7-23-13, 9-2-14, 6-22-15, 7-5-16, 6-23-17, 5-24-18, 5-16-19, 6-18-20, _____-22.

UCF-6.008 Vehicle Registration Fees; Parking Violation Fines.

(1) Vehicle Registration Fees. All fees, as posted, do not include applicable State Sales Taxes. Vehicle permit fees are subject to change at the beginning of each academic year. There is no refund for a parking permit once it is issued.

(a) ~~Virtual permit~~ fees for the ~~2022-23~~~~2021-2022~~ academic years and going forward are:

Classification	365 Days Multi-semester	150 Days 1 Semester
B	\$303.60	\$152.29
BM	\$303.60	
BV	\$303.60	\$152.29
C	\$181.01	\$ 90.98
CM	\$181.01	
CV	\$181.01	\$90.98
D	\$90.03	\$ 45.01
DM	\$90.03	
DV	\$90.03	\$45.01
G	No charge	No charge
KP	\$135.04	\$67.52
MC	\$46.93	\$23.94
R	\$135.04	\$67.52
RL	\$135.04	\$67.52

(b) ~~Physical permit~~ fees for the ~~2022-23~~~~2021-2022~~ academic years and going forward are:

Classification	Multi-semester	1 Semester
A	\$1029.58	\$514.79
AV	\$1029.59	\$512.79
B	\$318.78	\$159.39
BM	\$318.78	
BV	\$318.78	\$159.39
C	\$190.06	\$95.03
CM	\$190.06	
CV	\$190.06	\$95.03
D	\$94.53	\$47.27
DV	\$94.53	\$47.27
KP	\$141.79	\$70.90
R	\$141.79	\$70.90
RL	\$141.79	\$70.90

V \$47.89 monthly or \$478.87 annually from date of purchase

(c) Additional Parking Fees:

1. Daily Visitor:

a. ~~Daily Visitor Permit. Valid from time of purchase until 11:59 p.m. the day of purchase: \$5.00, per day.~~

ba. ~~Daily Visitor permits after 5:30 p.m. Valid from time of purchase until 11:59 p.m. the day of purchase: \$3.00.~~

b. ~~Daily Visitor permits are valid from the time of purchase until 11:59 p.m. the same day.~~

- c. 24 Hour Daily Permit. Valid from time of purchase for 24 hours: \$8.00.
 - d. Departmental Daily Permit: \$3.00 per day.
 - e. Lease for Downtown Garages: \$20.00 per vehicle for private functions on weekends. This includes any overflow for events the city or event managers are hosting.
2. Temporary, No Charge (available to current permit holders only). One additional vehicle per account holder may be added to virtual permit orders for \$15.00.
 3. Timed, short-term parking spaces: \$1.00 per hour.
 4. Pay-by-space (Visitors Lot Only): \$1.00 per hour for a 2-hour maximum.
 5. Replacement permits are issued for \$14.08 plus tax for a multi-semester permit and \$7.04 plus tax for a one semester permit. Replacement permits are issued for physical permits only. Proof of sale of the vehicle or return of the original permit is required.
 6. EV charging stations are provided for electric vehicles. Vehicles parked in the EV charging station spaces must have a valid virtual permit or display a valid UCF physical hangtag parking permit and be in charging mode. Vehicles will be assessed \$1.00 per each hour they are charging up to 4 hours. There will be a 30 minute time frame to remove the vehicle from the EV charging space. The fee will increase incrementally by \$1.00 for each hour parked at the charging station beyond the initial four (4) hours. (Example - at hour 5.5 the fee will increase to \$2.00 per hour; at hour 6.5 the fee will increase to \$3.00 per hour, and so forth).
- (d) Special Provisions. Per University regulation UCF-6.007 2(i)(7)-(9), all on-campus students who reside in Apollo, Libra, Nike, Hercules, Neptune communities (R permits), Lake Claire residents (RL permits) and Towers at Knights Plaza (KP permits) are eligible to purchase only those designated permits associated with their residencies, and ~~Vehicles displaying these associated decals or hang tags~~ are restricted to their designated residential parking areas between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday. Unreserved campus parking spaces may be used by these vehicles outside those days and times.

(2) Schedule of Parking Violation Fines.

(a) Violation	Fine
Unregistered or No Valid Permit	\$30.00
Improper Display of Permit	\$20.00
Unauthorized or Fraudulent Use of Permit	\$100.00
Expired License Plate	\$40.00
Parking in a Disabled Space Without Proper Permit	\$250.00
Blocking a Disabled Ramp	\$250.00
Unauthorized Parking in a 24-Hour Reserved Space	\$50.00
<u>Virtual Permit Misuse</u>	<u>\$100.00</u>
Blocking Traffic or a Roadway	\$30.00
Parking in a Service Vehicle Space Without Proper Permit	\$35.00
Parked Out of Assigned Area	\$25.00
Expired Meter or Overtime in a Pay-by-Space Parking Space	\$20.00

- | | |
|--------------------------------------------------|---------|
| Parking in an Undesignated Area | \$30.00 |
| Parked Facing Traffic/Backed in parking space | \$20.00 |
| Immobilization Fee | \$50.00 |
| Any Other Parking Violation Not Herein Specified | \$20.00 |
- (b) All parking violation fines are due within 10 business days. Fines not paid within ten (10) business days, will accumulate a \$10.00 late fee.
- (c) Administrative Fees: A fee may be applied in lieu of the original citation fee(s) when the appellant is found to have committed the violation but the appeals committee deems it reasonable to waive a portion of the fee. A \$10.00 late fee will be applied if not paid within ten (10) business days of the Administrative fee assessment.
1. Immobilization (Boot) Fee: \$50.00
 2. Impoundment Fee (for bicycles): \$20.00
- (d) The following violations may be considered for waiver only on the first occurrence; subsequent violations will be charged at the full citation fee and are not eligible for a waiver. An administrative fee will be applied in lieu of the waived citation fee as follows:
1. Failure to display a valid parking permit: \$10.00
 2. Failure to display a valid license plate: \$10.00

Authority: BOG Regulations 1.001 and 7.003. History—New 7-1-09, Amended 8-12-10, 7-7-11, 6-29-12, 7-23-13, 7-9-14, 7-1-15, 6-23-17, 5-24-18, 5-16-19, 6-18-20, 4-22-21, _____-22.