



February 24, 2023 UCF Board of Trustees Meeting

Board of Trustees
Live Oak Event Center
Feb 24, 2023 9:00 AM - 1:30 PM EST

Table of Contents

I. Five Things to Know.....	3
II. Agenda.....	4
III. Minutes of the November 17, 2022 and January 12, 2023 meetings.....	7
IV. Remarks	
V. Trustee Lunch	
VI. Committee Reports	
A. Academic Excellence and Student Success	
B. Audit and Compliance	
C. Budget and Finance	
D. Facilities and Infrastructure	
E. Governance	
1. GOV - 1 Designation of Trustee Emerita Status for Beverly Seay.....	13
2. GOV - 2 Amendments to the Collective Bargaining Agreement Between the UCF Board of Trustees and the United Faculty of Florida (UFF).....	17
F. Strategic Partnerships and Advancement	
VII. Consent Agenda	
A. AES-1 Conferral of Degrees.....	34
B. AES - 2 Tenure with Hire.....	36
C. AES - 3 Path to Preeminence: UCF 5-Year Benchmarking Plan	40
D. AUD - 1 Board of Governors' Performance-based Funding Data Integrity Certification Audit Report	45
E. AUD - 2 Performance-based Funding Data Integrity Certification Form.....	54
F. AUD - 3 University Audit Department Charter	59
G. AUD - 4 Audit and Compliance Committee Charter	74
H. BUD - 1 Operating Budgets for Auxiliary Facilities with Bonded Debt.....	91

I. GOV - 3 Board Self-Assessment Survey	96
J. GOV - 4 Amendments to University Regulation UCF-2.032 Textbook Adoption.....	111
K. GOV - 5 Amendments to University Regulation UCF-2.040 Development, Approval, Termination, and Suspension of Degree Programs	116
L. GOV - 6 Amendments to University Regulation UCF-4.006 Trespass and Loitering	120
M. GOV - 7 Proposed University Regulation UCF-2.030 Confidentiality of Examination and Assessment Instruments	127
N. GOV - 8 Proposed University Regulation UCF-4.040 Educational Research Center for Child Development	130
O. GOV - 9 Appointment of Board Members to UCF Research Foundation, Inc. Board of Directors.....	134
VIII. New Business	
IX. Information	
A. INFO - 1 FY24 Board of Trustees Meeting Dates.....	138
X. Announcements	
XI. Adjournment	



5 THINGS TO KNOW

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



1 UCF Rises in *U.S. News Online Rankings*, Advances Florida's Workforce

Parents, veterans, transfer students and working adults advancing their careers all rely on high-quality online education programs as a pathway to a college degree. Fulfilling their needs, UCF continues to be recognized for excellence in online teaching across a variety of fields that provide high-wage jobs and are critical to advancing Florida's workforce. *U.S. News & World Report* [ranked nine UCF online programs in the top 10 nationally](#) – including psychology and nursing, as well as degrees for veterans. Several programs have risen sharply, including engineering, which jumped 42 spots this year and now ranks No. 37.



2 Partnering with Industry to Develop Low-carbon Fuel, Materials

[Startup M2x Energy is partnering with UCF's Florida Solar Energy Center \(FSEC\)](#) to use technology to transform methane, which traps much more heat than carbon dioxide, into a low-carbon liquid methanol that is more economically viable and has a much lower impact on the climate. The new chemical can be used in products such as engineered lumber, plastics and synthetic fibers. FSEC and M2x Energy, which is funded through an investment firm backed by Bill Gates, are working together to optimize how the liquid methanol can be manufactured.



3 Helping K-12 Schools Meet Needs of Special Education Students

With funding from the U.S. Department of Education, [UCF researchers are working to strengthen a talent pipeline of special education teachers and school psychologists to Florida's K-12 schools](#), which have critical shortages in those areas. Participants will be able to earn a master's degree in exceptional student education or an educational specialist degree in school psychology at little or no cost, preparing them to support the educational and mental health needs of students.



4 Novel Ammonia Production Method Increase Sustainability, Global Crops

UCF researchers collaborated with scientists at Virginia Tech to publish [critical findings about the most efficient way to sustainably produce ammonia](#), which is essential in fertilizer, thus aiding global food safety efforts. The primary method of production for ammonia is energy and fuel-intensive, consuming 3% to 5% of the world's natural gas output and accounting for more than 1% of global carbon emissions. The new production method is electrochemical and can be even more sustainable if electricity from renewable sources, such as solar or wind, is used.



5 Simulation Tech to Enhance UCF Health Sciences Education, Patient Care

UCF College of Health Professions and Sciences students preparing for frontline roles in healthcare can practice in a new immersive, mixed-reality room. The [Blended Learning Interactive Simulation Suite](#) uses 270-degree, floor-to-ceiling touchscreen walls that display video and audio simulating any medical procedure or experience – from a hospital room to a football stadium. Research shows simulation creates more realistic experiences that strengthen learning outcomes, giving students advantages in their careers.



Strategic Partnerships and
Advancement

Chair Conte

9. Consent Agenda (10 minutes)

Chair Martins

AES – 1

Conferral of Degrees (*Altizer*)

AES – 2

Tenure with Hire (*Altizer*)

AES – 3

Path to Preeminence: UCF 5-Year
Benchmarking Plan (*Altizer*)

AUD – 1

Board of Governors' Performance-based
Funding Data Integrity Certification
Audit Report (*Christy*)

AUD – 2

Performance-based Data Integrity
Certification Form (*Christy*)

AUD – 3

University Audit Department Charter (*Christy*)

AUD – 4

Audit and Compliance Committee Charter
(*Christy*)

BUD – 1

Operating Budgets for Auxiliary Facilities with
Bonded Debt (*Mills*)

GOV – 3

Board Self-Assessment Survey (*Okaty*)

GOV – 4

Amendments to University Regulation UCF-
2.032 Textbook Adoption (*Okaty*)

GOV – 5

Amendments to University Regulation UCF-
2.040 Development, Approval, Termination, and
Suspension of Degree Programs (*Okaty*)

GOV – 6

Amendments to University Regulation UCF-
4.006 Trespass and Loitering (*Okaty*)

GOV – 7

Proposed University Regulation UCF-2.030
Confidentiality of Examination and Assessment
Instruments (*Okaty*)

GOV – 8

Proposed University Regulation UCF-4.040
Educational Research Center for Child
Development (*Okaty*)

GOV – 9

Appointment of Board Members to UCF
Research Foundation, Inc. Board of Directors
(*Okaty*)



Board of Trustees

Meeting Agenda

10. New Business (5 minutes)

11. Information

INFO – 1

FY24 Board of Trustees Meeting Dates
Lauren Ferguson

12. Announcements (10 minutes)

March 23, 2023

Board of Trustees Workshop
(UCF Downtown Campus)

March 28 – 29, 2023

Board of Governors Meeting
(Florida Agricultural & Mechanical University,
Tallahassee)

April 20, 2023

Board of Trustees Virtual Meeting
(Virtual)

May 5 – 6, 2023

UCF Commencement Ceremonies
(Addition Financial Arena)

May 10, 2023

Board of Governors Meeting
(Conference Call)

May 18, 2023

Board of Trustees Retreat
(Live Oak Event Center)

June 20 – 22, 2023

Board of Governors Meeting
(University of South Florida, Tampa)

June 28, 2023

Board of Trustees Committee Day
(Live Oak Event Center)

June 29, 2023

Board of Trustees Meeting
(Live Oak Event Center)

13. Adjournment

Chair Martins



Board of Trustees

**Minutes
Board of Trustees
Regular Meeting
University of Central Florida
November 17, 2022**

Chair Alex Martins called the Board of Trustees Meeting to order at 10:30 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.

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

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

Trustees Joseph Conte and Daniella Lopez were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

A motion to approve the meeting minutes of the October 22, 2022, meeting was made by Altizer, and unanimously approved as submitted.

REMARKS

Martins said the theme for today's meeting is Student Success and Well-Being, a key tenant of UCF's strategic plan.

Martins highlighted Board of Governors' actions from their November meeting.

President Cartwright highlighted several university points of pride and welcomed Mr. Rasesh Thakkar, Senior Managing Director, Tavistock Group, for comments on Lake Nona and UCF's Academic Health Sciences Campus.

NEW BUSINESS

BOT-1 President's FY23 Goals

Cartwright highlighted goals in four categories: Student Success and Well-Being; Discovery and Exploration; Community and Culture; and Innovation and Sustainability. This reflected an alignment with the four priorities outlined in UCF's strategic plan.



Board of Trustees

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

The trustees had the following comments:

- Mills suggested highlighting preeminence numbers and the use of stretch goals going forward.
- Christy suggested tying the goals to economic components and their variabilities.

The motion passed unanimously.

DISCUSSION

DISC-1 Student Success and Well-Being Panel

Martins recognized Dr. Paul Dosal, Senior Vice President for Student Success, and Kimberly Schneider, Assistant Vice Provost for Career Planning & Academic Engagement, to moderate a student panel highlighting their student experiences and how the university supported them through high impact practices (HIP), which blends classroom learning with real-world experiences.

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 November 16, 2022.

Seay reported that AES-1 through AES-5 were unanimously approved by the committee and placed on the Board's consent agenda.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on November 16, 2022.

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

BUDGET AND FINANCE COMMITTEE REPORT

Mills, Chair of the Budget and Finance Committee, reported highlights from the committee meeting held on November 16, 2022.

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



Board of Trustees

FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT

Condello, Vice Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on November 17, 2022.

GOVERNANCE COMMITTEE REPORT

Okaty, Chair of the Governance Committee, reported highlights from the committee meeting held on November 16, 2022.

GOV-1 FY22 Presidential Assessment and Compensation Review

Okaty moved to approve GOV-1 with Christy providing the second.

The motion passed unanimously by those in attendance, which constituted a quorum.

Okaty reported that GOV-2 through GOV-6 were unanimously approved by the committee and placed on the Board’s consent agenda.

STRATEGIC PARTNERSHIPS AND ADVANCEMENT COMMITTEE REPORT

Martins reported that the Strategic Partnerships and Advancement Committee has not met since the last Board meeting.

CONSENT AGENDA

Gaekwad moved to remove AES-2 (Tenure with Hire) from the consent agenda.

Miklos moved to approve the consent agenda with the removal of AES-2 (Tenure with Hire) for discussion, which Gaekwad seconded. The revised consent agenda was unanimously approved by those in attendance, which constituted a quorum.

Mills moved to approve AES-2 (Tenure with Hire) with Okaty providing the second. The motion passed with opposition from Condello and Gaekwad.

ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

ADJOURNMENT

Martins adjourned the board meeting at 3:19 p.m.

Reviewed by: _____

Alex Martins, Chair UCF Board of Trustees

Date: _____



Board of Trustees

Respectfully submitted: _____ Date: _____
Michael A. Kilbride, Associate Corporate Secretary



UNIVERSITY OF CENTRAL FLORIDA

**Minutes
Board of Trustees
Special Meeting
University of Central Florida
January 12, 2023**

Chair Alex Martins called the Board of Trustees Special 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.

Lauren Ferguson, 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, Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Stephen King, Daniella Lopez, John Miklos, Harold Mills, Michael Okaty and Beverly Seay.

Trustee Caryl McAlpin joined via teleconference.

Trustee Danny Gaekwad was not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

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.

BOT-1: Amendments to the Collective Bargaining Agreement 2021-2024 Between the University of Central Florida Board of Trustees and the Central Florida Police Benevolent Association (PBA)

Martins recognized President Cartwright for remarks, which included an overview of salary updates for all UCF employees.

Maureen Binder, Associate Vice President and Chief Human Resources Officer, provided an overview of the amendments to the PBA agreement being considered.

Okaty moved to approve BOT-1 with Altizer providing the second.

The motion was unanimously approved by those in attendance, which constituted a quorum.

ADJOURNMENT

Martins adjourned the board meeting at 9:29 a.m.

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

Respectfully submitted: _____ Date: _____
Michael A. Kilbride, Associate Corporate Secretary



Board of Trustees
February 24, 2023

GOV-1: Designation of Trustee Emerita Status for Beverly Seay

Information

Discussion

Action

Meeting Date for Upcoming Action: February 24, 2023

Purpose and Issues to be Considered:

Approval to award the designation of Trustee Emerita to former trustee and past Chair Beverly Seay.

Background Information:

The Governance Committee is responsible for reviewing and recommending to the Board the designation of Trustee Emeritus status to former Trustees. The current trustee emeriti previously approved by the Board (Attachment A) are charter Trustees or Trustees who served as Chair.

On January 6, 2023, Beverly Seay completed her second full term of service on the UCF Board of Trustees. During her two terms of service to the Board, Seay held multiple leadership roles, including:

- Chair, Audit Committee (2016 – 2019)
- Chair, Academic Excellence and Student Success Committee (2021 – 2023)

Additionally, Seay served as Chair from July 2019 through June 2021, providing leadership to the Board during a transitional period in the university’s history.

Seay has made significant investments in the mission and vision of the university. During her tenure, Former Chair Seay played a pivotal role selecting President Alexander Cartwright, establishing the UCF Strategic Plan, strengthening partnerships with key industries, and leading the Audit Committee and Academic Excellence and Student Success Committee.

Recommended Action:

Approve the designation of Trustee Emerita status for Beverly Seay.

Alternatives to Decision:

Decline to approve the designation of Trustee Emerita status for Beverly Seay.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

BOG 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:

Mike Kilbride, Executive Chief of Staff and Associate Secretary to the Board of Trustees

Supporting Documentation:

Attachment A: Current Trustee Emeriti

Attachment B: Emeriti Citation

Facilitators/Presenters:

Mike Kilbride



Trustee Emerita and Emeritus

The University of Central Florida is extremely grateful for the service of its Trustees.

Name	Start Term	End Term
Albertson, Judith *	6/22/2001	4/12/2011
Calvet, Olga M. * **	6/22/2001	2/8/2016
Christiansen, Pat *	6/22/2001	9/30/2010
Grindstaff, Michael J. **	3/10/2008	7/24/2013
Klock, Phyllis A. *	6/22/2001	4/12/2011
Nunis, Dick* **	6/22/2001	3/12/2008
Rosen, Harris *	6/22/2001	3/27/2013
Santiago, Conrad *	6/22/2001	4/18/2010
Walsh, Rick * **	6/22/2001	6/22/2011
Yochum, Tom *	6/22/2001	6/22/2011

**Charter trustees appointed by Governor Jeb Bush.*

*** Past Chair*



Trustee Emeriti CITATION

- Whereas,** **The Honorable Beverly J. Seay** has made extraordinary contributions to our university, our community, and her field — as a prominent leader in Central Florida’s modeling and simulation community for more than 25 years and as a member of UCF’s Board of Trustees for ten years (2013-2023).
- Whereas,** during her two terms of service on the Board of Trustees, Trustee Seay held multiple leadership roles, including Chair of the Audit and Compliance Committee (2016-2019), Chair of the Academic Excellence and Student Success Committee (2021-2023), and Board Chair (2019-2021).
- Whereas,** under her leadership as Chair, she successfully navigated the university through times of challenge and transition and provided strategic oversight of the presidential search and strategic planning, all of which have laid a strong foundation for building the university for the future.
- Whereas,** additionally, Trustee Seay strengthened the university’s partnerships and reputation across industry, government, and academia, including by serving on the Board of Directors of the Association of Governing Boards (AGB) and spearheading the involvement of UCF and our entire State University System with the Southeast Region of the National Security Innovation Network.
- Whereas,** Trustee Seay has worked to expand opportunities for UCF’s computer programming students to strengthen their skills and was instrumental in bringing the International Collegiate Programming Contest (ICPC) — the oldest and most prestigious collegiate programming contest — competitions and training camps to our campus.
- Whereas,** she also has invested her time and talents at UCF as a member of the Research Foundation Board of Directors and as Chair of the College of Engineering and Computer Science’s Dean’s Advisory Board, where she provided strategic direction and guidance and modeled the way industry leaders help universities unleash the potential of tomorrow’s innovators and pioneers.
- Whereas,** during her service to the university, Trustee Seay received multiple recognitions, including induction into the National Center for Simulation’s Hall of Fame and the Mid-Florida Business Hall of Fame, *i4 Business Magazine’s* 2020 Business Leader of the Year, *Orlando Business Journal’s* 2021 Businesswoman of the Year, and multiple selections as one of Florida’s Most Influential Business Leaders by *Florida Trend*.

Now, therefore, on behalf of the faculty, staff, and students of the University of Central Florida, by virtue of the authority vested in me by the university’s Board of Trustees, it is my distinct honor to **hereby confer the title of Trustee Emerita upon Beverly J. Seay** this 24th day of February, 2023.

Alex Martins
Chair, Board of Trustees



Board of Trustees
February 24, 2023

GOV-2: Amendments to the Collective Bargaining Agreement between the UCF Board of Trustees and United Faculty of Florida

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

On March 17, 2022, the UCF Board of Trustees entered into a three-year collective bargaining agreement with UFF that expires on August 31, 2024, and pursuant to that agreement, negotiations for two reopened articles began in September 2022. The parties reached tentative agreement on the reopened articles on January 18, 2023, and the union membership ratified the tentative agreement on February 3, 2023.

The amended contract contains the following changes to the 2021-2024 agreement:

In Article 22, Sabbaticals and Professional Development Programs, the new name “Professional Development Program” (PDP) replaces the former name “Professional Development Leave” for non-tenure-earning employees. This change is appropriate since employees with a PDP appointment have assigned duties and are not on leave. For additional clarity, the modifier “academic” precedes “year,” where meaningful, to eliminate confusion and questions among potential sabbatical/PDP applicants.

In Article 23, Salaries, there is a three-part salary package that includes a one-time payment of \$3,000.00 for all continuing in-unit employees, an across-the board increase of 1% for all continuing in-unit E&G employees whose annual evaluation ratings for AY 2021-2022 were Satisfactory or better, and a 2% merit increase pool in each department/unit for continuing in-unit employees whose annual evaluation ratings for AY 2021-2022 were Above Satisfactory or Outstanding. In each department/unit, merit increases for employees with Outstanding ratings are to be greater than those for employees with Above Satisfactory ratings by a ratio of 1.5 to 1. Other changes to this article include: the distribution of incentive awards to colleges is modified slightly to better balance awards and assigned duties, the processing of administrative discretion increases administrative stipends is streamlined to reduce delays and administrative workload, and the modifier “academic” is used for clarity where appropriate.

All other articles remain *status quo*.

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.

Currently, 1,604 employees at the University of Central Florida are represented for purposes of collective bargaining by the United Faculty of Florida – UCF Chapter.



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. The collective bargaining team for this union is comprised of the director in Contract Compliance and Administrator Support, two associate general counsels, and an associate dean. The Associate Provost for Contract Compliance and Administrator Support serves as the chief negotiator on behalf of the university.

Recommended Action:

The collective bargaining team appointed by the President to represent the University of Central Florida Board of Trustees recommends ratification of the amended articles of the 2021-2024 UCF BOT-UFF Collective Bargaining Agreement.

Alternatives to Decision:

Decline the ratification of the amended articles of the collective bargaining agreement.

Fiscal Impact and Source of Funding:

The total fiscal impact of the recurring and non-recurring payments in the collective bargaining agreement is \$10,328,391.54.

The recurring cost of the across-the-board increase totals \$1,911,558.08 and will be funded according to the employee’s source of funding. \$1,733,102.41 will be funded from E&G funds, up to \$68,632.51 will be funded by Auxiliary funds, and up to \$109,823.16 will be funded from C&G funds. Auxiliary and C&G funded employees will only receive the salary increases if there is sufficient funding available within the auxiliary unit, contract or grant.

The recurring cost of the merit increase totals \$4,112,973.46 and will be funded according to the employee’s source of funding. \$3,721,363.90 will be funded from E&G funds, up to \$152,658.89 will be funded by Auxiliary funds, and up to \$238,950.68 will be funded from C&G funds. Auxiliary and C&G funded employees will only receive the salary increases if there is sufficient funding available within the auxiliary unit, contract or grant.

The non-recurring cost of the one-time payments totals \$4,303,860 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.

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:

Charles H. Reilly, Associate Provost for Contract Compliance and Administrator Support



Supporting Documentation:

Attachment A: Articles 22 and 23 of the 2021-2024 University of Central Florida Board of Trustees – United Faculty of Florida (UFF) Collective Bargaining Agreement (red-line)

Facilitators/Presenters:

Charles H. Reilly

Attachment A

1 **ARTICLE 22**

2 ***SABBATICALS AND PROFESSIONAL DEVELOPMENT ~~PROGRAMS~~PROGRAM***

3
4 **22.1 Sabbaticals.**

5 (a) Policy. Sabbaticals are granted to increase an employee's value to the University
6 through opportunities for research, writing, professional renewal, further education or other
7 experiences of professional value. While ~~such leaves~~sabbaticals may be provided in
8 relation to an employee's years of service, they are not primarily a reward for service
9 longevity.

10 (b) Types of Sabbaticals.

11 (1) Type I Sabbaticals: Each year, each college shall make available at least one
12 Type I sabbatical, either at full pay for one semester [Type IA] or one at three-fourths pay
13 for one academic year [Type IB], for each twenty tenured and tenure-earning employees,
14 subject to the conditions of this Article. Standard rounding techniques shall be used to
15 determine the total number of Type I sabbaticals to be made available in each college. (e.g.,
16 a college with 29 tenured or tenure-earning employees shall make one Type I sabbatical
17 available. A college with 30 tenured or tenure-earning employees shall make two Type I
18 sabbaticals available.) Colleges with fewer than twenty tenured and tenure-earning
19 employees shall make available at least one such sabbatical every other academic year.

20 (2) Type II Sabbaticals: Each college shall make a Type II sabbatical available to
21 each employee whose application has been ranked/recommended by the college
22 committee but was not awarded a Type I sabbatical. This Type II sabbatical is a sabbatical
23 for up to two semesters (i.e., up to one academic year) at half pay, subject to the conditions
24 of this Article, and granted by the dean.

25 (c) Sabbatical Eligibility.

26 (1) Full-time tenured employees with at least five academic years of full-time
27 continuous service at UCF shall be eligible to apply for a sabbatical that would take place in
28 the following academic year. (For example, a full-time tenured employee who starts their
29 employment at UCF at the beginning of the ~~2021-22~~2022-23 academic year, and is
30 continuously employed, may submit a sabbatical application during the ~~2026-27~~2027-28
31 academic year for a sabbatical that would take place in the ~~2027-28~~2028-29 academic
32 year).

33 (2) Applicants for sabbaticals must be tenured at the time their applications are
34 submitted. (For example, a full-time tenure-earning employee who starts their employment
35 at UCF at the beginning of the ~~2021-22~~2022-23 academic year may be tenured at the start
36 of the ~~2027-28~~2028-29 academic year and submit a sabbatical application in ~~2027-28~~2028-
37 29. Their sabbatical would take place in the ~~2028-29~~2029-30 academic year.)

38 (3) Employees must work at least five full academic years (i.e., a fall semester
39 followed by a spring semester) or the equivalent and be tenured before they are eligible to
40 submit a sabbatical application.

41 (4) Full-time employees shall be eligible to apply for their next sabbatical during the
42 ~~fifth~~sixth year of continuous service at UCF after the end of the academic year during which
43 the previous sabbatical, professional development ~~leave,~~program appointment (formerly
44 called professional development leave), or administrative professional development leave
45 was taken. (For example, a tenured employee who takes a sabbatical in the 2023-24
46 academic year and is continuously employed may submit another sabbatical application in

47 the 2029-30 academic year for a sabbatical that would take place in the 2030-31 academic
48 year.)

49 (5) No paid or unpaid family and medical, parental, administrative, military, or other
50 authorized leave-(s) shall be considered a break in continuous employment.

51 (6) Employees shall be notified annually regarding eligibility requirements and
52 application deadlines.

53 (d) Application and Selection.

54 (1) Applications for sabbaticals shall be submitted in accordance with college
55 deadlines.

56 (2) Each application shall include a two-page statement describing the program and
57 activities to be followed while on sabbatical; the expected increase in value of the employee
58 to the University, the college and the employee's academic discipline; specific results
59 anticipated from the ~~leavesabbatical~~; any anticipated supplementary income; and a
60 statement that the applicant agrees to comply with the conditions of the sabbatical program.

61 (3) The employee's immediate supervisor, e.g., the chair, shall be given a copy of
62 the application by the applicant when it is submitted for review by the college committee.

63 (4) A college committee shall be elected by and from the tenured unit employees.
64 The committee shall equitably represent the departments or units of eligible employees.

65 (5) Employees who indicate they plan to apply for ~~the leavea sabbatical~~ are not
66 eligible to serve on the committee.

67 (6) A committee chairperson shall be elected by and from the college sabbatical
68 committee.

69 (7) The college committee shall review sabbatical applications. Only those
70 applications that are deemed worthy of a sabbatical shall be ranked and submitted to the
71 dean or dean's representative. In ranking the applications worthy of a sabbatical, committee
72 members shall consider the merits of the proposal and the benefits of the proposed
73 program to the employee, the University, the college and the profession; and the length of
74 service since previous sabbatical. Committee members shall not disadvantage an applicant
75 due to ~~his/hertheir~~ academic discipline.

76 (8) Absent a legitimate business reason other than staffing or fiscal considerations,
77 the dean or dean's representative shall make sabbatical appointments from the ranked list
78 and consult with the committee prior to an appointment that does not follow the committee's
79 list. In the event that the dean or dean's representative decides not to make a sabbatical
80 appointment to an employee on the list, they shall consult with the affected employee. If
81 staffing or fiscal considerations preclude a sabbatical from being granted, the employee
82 shall be provided the sabbatical the following academic year, or at a later time as agreed to
83 by the employee and the college. The postponement of a sabbatical by the university does
84 not result in any postponement of a subsequent sabbatical application by the employee.

85 (9) In the event of an exceptional opportunity for ~~ana tenured~~ employee to participate
86 in a prestigious academic award/activity for which deadlines prevent application during the
87 normal application process, the dean may award a sabbatical outside of the above defined
88 process. All employee eligibility requirements must be met and all sabbatical terms defined
89 below apply.

90 (e) Terms of Sabbatical Program.

91 (1) The employee must return to the University for at least one academic year
92 following participation in the program. If the employee fails to return to the University for at
93 least two consecutive semesters, fall and spring, in the academic year following
94 participation in the program, all salary and fringe benefits received during ~~his/hertheir~~
95 participation in the program must be repaid to the University within 30 days of resignation or

96 job abandonment. If the employee makes little to no effort to complete the project described
97 in the application, the employee shall receive an “Unsatisfactory” overall annual evaluation
98 and will be ineligible to apply for a sabbatical for ten years.

99 (2) If there are circumstances that arise where the employee wishes or needs to
100 request to change the terms of the sabbatical, including cancelation or postponement, from
101 what was proposed, any revisions to the proposal must be documented in writing and
102 submitted to the employee’s supervisor as soon as practicable. The supervisor and dean
103 must approve the revised sabbatical proposal before the work may proceed.

104 (3) Within thirty days after the beginning of the spring semester (for a fall-only
105 sabbatical) or when annual reports are due (for a spring-only or fall/spring sabbatical), the
106 employee must provide a brief written report to the college dean’s office and his or her~~their~~
107 department or unit that relates accomplishments during the sabbatical to the proposal
108 submitted for that leavesabbatical.

109 (4) An annual evaluation shall be conducted for each employee whose assignment
110 included a sabbatical. The overall evaluation shall be weighted between time on sabbatical
111 and time on regular duties. Their time on sabbatical shall be evaluated based on their
112 accomplishments made in light of their sabbatical proposal and ensuing circumstances.
113 Their time on regular duties, if any, shall be evaluated based on the department or unit’s
114 Annual Evaluation Standards & Procedures.

115 (5) University contributions normally made to retirement and Social Security
116 programs shall be continued during the sabbatical leaveperiod on a basis proportional to the
117 salary received.

118 (6) University contributions normally made to employee insurance programs and any
119 other employee benefit programs shall be continued during the sabbatical.

120 (7) Eligible employees on sabbatical shall continue to accrue leave on a full-time
121 basis.

122 (8) While on leavesabbatical, an employee must disclose and shall be permitted to
123 receive funds for travel and living expenses, and other sabbatical-related expenses, from
124 sources other than the University, such as fellowships, grants-in-aid, and contracts and
125 grants, to assist in accomplishing the purposes of the sabbatical. Receipt of funds for such
126 purposes shall not result in reduction of the employee's University salary. Grants for such
127 financial assistance from other sources may, but need not, be administered through the
128 University. If financial assistance is received in the form of salary, the University salary may
129 be reduced by the amount necessary to bring the total income of the sabbatical period to a
130 level equal to the employee's current year salary rate. Employment unrelated to the purpose
131 of the sabbatical ~~leave~~ is governed by the provisions of the Conflict of Interest or
132 Commitment/Outside Activity Article. No additional compensation from UCF E&G sources is
133 allowable.

134 **22.2 Professional Development ~~Leave (PDL) Program (PDP)~~.**

135 (a) Policy. Professional development leavesprogram (PDP) appointments are granted to
136 increase an employee's value to the University through opportunities for research, writing,
137 professional renewal, further education, or other experiences of professional value. Leaves
138 are not~~While PDPs may be provided in relation to an employee’s years of service, they are~~
139 not primarily a reward for service longevity.

140 (b) Professional Development LeaveProgram Appointment Availability. Each year, the
141 University will make available at least one professional-development leave eitherPDP
142 appointment at full pay for one semester or term or at three-fourths pay for one academic
143

144 year, for each thirty employees who are not tenured or tenure-earning, subject to the
145 conditions set forth below.

146 (c) Eligibility for Professional Development ~~Leave-Tenure~~Program Appointment.
147 ~~Tenured and tenure~~-earning faculty are not eligible to apply for ~~PDLs~~PDPs. Tenured
148 employees should apply for sabbaticals in accordance with Section 22.1 of this agreement.
149 Only 12-month employees may apply for a ~~leave~~PDP appointment during the summer term.

150 (1) Non-tenured, non-tenure-earning employees who have completed five or more
151 academic years of full-time, continuous non-OPS service with UCF shall be eligible to apply
152 for ~~professional development leaves~~.PDP appointments.

153 (a) First-time applicants. Employees must work at least five full academic years
154 (i.e., a fall semester followed by a spring semester) or the equivalent before they are eligible
155 to submit a ~~PDL~~PDP application.

156 (b) Full-time non-tenured, non-tenure earning employees shall be eligible to
157 apply for their next ~~PDL~~PDP during the ~~fifth~~sixth year of continuous service at UCF after the
158 end of the academic year during which the previous ~~PDL~~PDP was ~~taken~~completed. As an
159 example, an employee whose ~~PDL~~PDP ended either August 7, 2024, December 22, 2024,
160 or May 7, 2025 would be eligible to apply during the 2030-2031 ~~PDL~~PDP application period
161 for a ~~PDL~~PDP to take place in the 2031-2032 academic year.

162 (2) No paid or unpaid family and medical, parental, administrative, military, or other
163 authorized leave(s) shall be considered a break in continuous employment.

164 (3) An employee who is compensated through a contract or grant may receive a
165 ~~professional development leave~~PDP appointment only if the contract or grant allows
166 ~~for participation in~~ such ~~leaves~~programs and the employee meets all other eligibility
167 requirements.

168 (4) Eligible employees shall be notified annually regarding eligibility requirements
169 and application deadlines.

170 (d) Application and Selection.

171 (1) ~~Application~~Applications for ~~professional development leave~~a PDP appointment
172 shall contain an appropriate outline of the project or work to be accomplished during the
173 ~~leave~~proposed PDP appointment.

174 (2) Each application shall include a two-page statement describing the program and
175 activities to be followed while on ~~professional development leave~~the PDP appointment; the
176 expected increase in value of the employee to the University and unit; specific results
177 anticipated from the ~~leave~~proposed PDP appointment; any anticipated supplementary
178 income; and a statement that the applicant agrees to comply with the conditions of the
179 ~~professional development leave program~~.PDLPDP. PDP proposals must articulate how the
180 planned activity relates to and serves the mission and goals for the department/unit and
181 college.

182 (3) The employee's immediate supervisor, e.g., the chair, and their dean, director, or
183 unit head shall be given a copy of the application by the applicant when it is submitted for
184 review by the University ~~Professional Development Leaves committee~~PDP Committee.

185 (4) A University ~~Professional Development Leaves committee~~PDP Committee of at
186 least five members shall be elected by and from the employees eligible for ~~professional~~
187 ~~development leave~~.PDP appointments.

188 (5) Employees who indicate they plan to apply for ~~the PDL leave~~a PDP appointment
189 are not eligible to serve on the committee.

190 (6) A committee chairperson shall be elected by and from the University ~~Professional~~
191 ~~Development Leaves committee~~PDP Committee.

192 (7) The University committee shall review ~~professional development leave~~PDP
193 applications and shall submit a ranked list of only recommended employees to the
194 University's representative.

195 a. Only those applications that are deemed worthy of a ~~PDL~~PDP appointment
196 shall be ranked and submitted to the University's representative.

197 b. In ranking the applicants, committee members shall consider the merits of the
198 proposal; the benefits of the proposed program to the employee, the University, the
199 college/unit, and the job function of which the employee is a part; and length of service
200 since a previous professional development leave~~PDP appointment~~. Committee members
201 shall not disadvantage an applicant due to the academic discipline, function, or profession
202 of the applicant.

203 (8) Absent a legitimate business reason other than staffing or fiscal considerations,
204 the University's representative shall ~~make professional development leave~~award PDP
205 appointments from the ranked list and consult with the committee prior to an appointment
206 that does not follow the committee's list. In the event that the University's representative
207 decides not to offer a ~~professional development leave~~PDP appointment to an employee on
208 the list, ~~he or she~~they shall consult with the affected employee.

209 (9) No more than one employee for each fifteen employees in each department,
210 college, or unit need be granted ~~professional development leave~~a PDP appointment for the
211 same semester.

212 (10) ~~Leaves~~PDP appointments shall be granted contingent upon the availability of
213 staff and unit funds. If staffing or fiscal considerations preclude a ~~professional development~~
214 ~~leave~~PDP appointment from being granted, the employee shall be provided the ~~professional~~
215 ~~development leave~~PDP appointment the following academic year, or at a later time as
216 agreed to by the employee and the college/unit. The postponement of a ~~PDL~~PDP
217 appointment by the university does not result in any postponement of a subsequent
218 ~~PDL~~PDP application by the employee.

219 (e) Terms of ~~Professional Development Leave~~PDP Appointments.

220 (1) The employee must return to University employment for at least one academic
221 year following participation in that program. If the employee fails to return to the University
222 for at least two consecutive semesters, fall and spring, in the year following participation in
223 the program, all salary and fringe benefits received during ~~his/her~~their participation in the
224 program must be repaid to the University within 30 days of resignation or job abandonment.
225 If the employee makes little to no effort to complete the project described in the application,
226 the employee shall receive an "Unsatisfactory" overall annual evaluation and will be
227 ineligible to apply for a ~~PDL~~PDP appointment for ten years.

228 (2) If there are circumstances that arise where the employee wishes or needs to
229 request to change the terms of the ~~PDL~~PDP appointment, including cancelation or
230 postponement, from what was proposed, any revisions to the proposal must be documented
231 in writing and submitted to the employee's supervisor as soon as practicable. The
232 supervisor and dean or unit leader must approve the revised ~~PDL~~PDP proposal before the
233 work may proceed.

234 (3) An employee who fails to spend the time as stated in the application or revision
235 as approved by the supervisor and dean shall reimburse the University for all salary and
236 fringe benefits received during ~~such leave~~the PDP period within 30 days following the
237 scheduled completion of the ~~leave~~PDP appointment.

238 (4) Within thirty days after the end of the semester or term following the conclusion
239 of the ~~PDL~~PDP, the employee must provide a brief written report to ~~his or her~~their

240 department or unit that relates accomplishments during the professional development
241 leavePDP appointment to the proposal submitted for that leavePDP appointment.

242 (5) An annual evaluation shall be conducted for each employee whose assignment
243 included a PDL-PDP appointment. The overall evaluation shall be weighted between time
244 on PDL-PDP appointment and time on regular duties. Their time on PDL-PDP appointment
245 shall be evaluated based on their accomplishments made in light of their PDL-PDP proposal
246 and ensuing circumstances. Their time on regular duties, if any, shall be evaluated based
247 on the department or unit's Annual Evaluation Standards & Procedures.

248 (6) University contributions normally made to retirement and Social Security
249 programs shall be continued during the professional development leavePDP period on a
250 basis proportional to the salary received.

251 (7) University contributions normally made to employee insurance programs and any
252 other employee benefit programs shall be continued during the professional development
253 leavePDP period.

254 (8) Eligible employees on a professional development leavePDP appointment shall
255 continue to accrue leave on a full-time basis.

256 (9) While on leavePDP appointment, an employee must disclose and shall be
257 permitted to receive funds for travel and living expenses, and other professional
258 development leavePDP-related expenses, from sources other than the University, such as
259 fellowships, grants-in-aid, and contracts and grants, to assist in accomplishing the purposes
260 of the professional development leave-PDP appointment. Receipt of funds for such
261 purposes shall not result in reduction of the employee's University salary. Grants for such
262 financial assistance from other sources may, but need not, be administered through the
263 University. If financial assistance is received in the form of salary, the University salary may
264 be reduced by the amount necessary to bring the total income of the professional
265 development leavePDP period to a level comparable to the employee's current year salary
266 rate. Employment unrelated to the purpose of the professional development leavePDP
267 appointment is governed by the provisions of the Conflict of Interest or Commitment/Outside
268 Activity Article. No additional compensation from UCF E&G sources is allowable.

269 **22.3 Other Study Leave.**

270 (a) Job-Required. An employee required to take academic course work as part of
271 assigned duties shall not be required to charge time spent attending classes during the
272 work day to accrued leave.

273 (b) Job-Related. An employee shall be permitted to attend up to six credits of course
274 work per semester during work, provided that the:

275 (1) course work is directly related to the employee's professional responsibilities;

276 (2) supervisor determines that the absence will not interfere with the proper
277 operation of the work unit;

278 (3) supervisor believes that completion of the course work would improve the
279 productivity of the department or function of which the employee is a part; and

280 (4) employee's work schedule can be adjusted to accommodate such job-related
281 study without reduction in the total number of work hours required per pay period.

282 (c) Retraining. The University may, at its discretion, provide opportunities for retraining
283 of employees when it is in the University's best interests. Such opportunities may be
284 provided to employees who are reassigned, have received notice of layoff, or in other
285 appropriate circumstances.

1 **ARTICLE 23**

2 **SALARIES**

3
4 **23.1 Promotion Increases.**

5 (a) Promotion salary increases shall be granted on August 8 following that promotion in
6 an amount equal to 9.0% of the employee's salary as of August 7 in recognition of
7 promotion to one of the following ranks: Associate Professor, Associate Instructor,
8 Associate Lecturer, Associate Scholar/Scientist/Engineer, Associate in _____, Associate
9 Instructional Designer, and Associate University Librarian.

10 (b) Promotion salary increases shall be granted on August 8 following that promotion in
11 an amount equal to 10.0% of the employee's salary as of August 7 in recognition of
12 promotion to one of the following ranks: Professor, Senior Instructor, Senior Lecturer,
13 Scholar/Scientist/Engineer, University Librarian, and Senior Instructional Designer.

14
15 **23.2 Legislatively Mandated Increases.** Any legislatively mandated increases shall be
16 implemented as soon as practicable.

17
18 **23.3 One-Time Payment and Other Increases.**

19 (a) ~~Across the Board Salary Increases.~~

20 ~~—(1) One-time payment for 2022-2023. Effective April 15, 2022 for the 2021-2022~~
21 ~~year, February 17, 2023 (distributed on pay date May 6, 2022) each eligible Education and~~
22 ~~General (E&G) employee whose salary is at least \$48,500 March 10, 2023), the university~~
23 ~~shall receive provide a 2.5% increase to the employee's base salary. This increase will be~~
24 ~~calculated using the employee's salary as one-time payment of April 14, 2022. An employee~~
25 ~~shall be eligible if the employee's most recent \$3,000.00 to each employee who was in a~~
26 ~~continual, non-OPS employment relationship with the university on May 7, 2022; whose~~
27 ~~2021-2022 annual evaluation, if provided, was Satisfactory or above; the employee was in~~
28 ~~an in-unit employment relationship (not OPS) with the University prior to May 7, 2021; and~~
29 ~~the employee who remains employed by the university in a continual an in-unit employment~~
30 ~~relationship position at the date of implementation. Employees Those employed in 2020 on~~
31 ~~or after May 8, 2021 that meet the above qualifications and were, who did not evaluated~~
32 ~~shall be provided with receive an annual evaluation for the period and shall be eligible 2021-~~
33 ~~2022 will be assigned a Satisfactory rating for the increase, purpose of this payment. If an~~
34 ~~employee's position is less than 1.0 FTE, the payment shall be prorated.~~

35 ~~—(2)(b) Across-the-Board Salary Increases. Effective April 15, 2022 for the 2021-~~
36 ~~2022 February 17, 2023 (distributed on pay date May 6, 2022) year, March 10, 2023), each~~
37 ~~eligible Education and General (E&G) employee whose salary is less than \$48,500 shall~~
38 ~~receive a 3.51.0% increase to the employee's base salary. This increase will be calculated~~
39 ~~using the employee's salary as of April 14, 2022 February 16, 2023. An employee shall be~~
40 ~~eligible if the employee's most recent annual evaluation, if provided, was Satisfactory or~~
41 ~~above; the employee was in an in-unit a continual, non-OPS employment relationship (not~~
42 ~~OPS) with the University prior to on May 7, 2021-2022; and the employee remains in a~~
43 ~~continual in-unit employment relationship at the date of implementation. Employees~~
44 ~~employed in 2020-2021 that-2022 who meet the above qualifications above and who were~~
45 ~~not evaluated shall be provided with an evaluation assigned a Satisfactory rating for the~~
46 ~~period purpose of this increase and shall be eligible for the increase.~~

47 ~~(b) One-time payment for 2021-2022.~~ (c) Merit Salary Increases. Effective ~~April 15,~~
48 ~~2022~~March 17, 2023 (distributed on pay date ~~May 6, 2022~~April 7, 2023), the University shall
49 provide ~~a one-time payment of \$2,500 merit salary increases~~ to each
50 ~~Educational~~department/unit equal to 2.0% of the total salary of E&G employees in the
51 department/unit as of February 16, 2023. All E&G employees who are not members of a
52 department/unit shall be grouped together and General (E&G) funded employee who
53 was treated as a department/unit for the purpose of calculating and providing merit salary
54 increases. Merit salary increases shall be provided to eligible E&G employees in each
55 department/unit who were in a continual, non-OPS employment relationship with the
56 University on May 7, ~~2021,~~ ~~whose 2020-2021-2022;~~ who remain in a continual in-unit
57 employment relationship at the date of implementation; and meet the following criteria and
58 procedures.

59 (1) Eligibility. For the 2022-2023 academic year, an employee is eligible under this
60 section if they received an overall Above Satisfactory or Outstanding on their most recent
61 annual evaluation, if provided, was Satisfactory or above, and who remains and are still
62 employed by in unit at the University in an in-unit position at on the date of implementation.
63 ~~Those employed on or after May 8, 2020 who did not receive an~~

64 (2) Distribution. The merit salary increases for eligible employees shall be calculated
65 as a percentage of their salary as of February 16, 2023. Such increases shall be distributed
66 proportionately to those eligible employees whose most recent annual evaluation for 2020-
67 2021 will be assigned a evaluations are Above Satisfactory rating or Outstanding in a ratio of
68 1.0 for the purposes of this payment. If an employee's position is less than 1.0 FTE, the
69 payment shall be prorated Above Satisfactory and 1.5 for Outstanding.

70 ~~(c) Merit Salary Increases. No merit salary increases will be distributed this cycle.~~

72 **23.4 Salary Increases for Employees Funded by Contracts and Grants or** 73 **Auxiliary Accounts.**

74 (a) Employees on contracts or grants shall receive salary increases equivalent to similar
75 employees on Education and General (E&G) funding, provided that such salary increases
76 are permitted by the terms of the contract or grant and adequate funds are available for this
77 purpose in the contract or grant. In the event such salary increases are not permitted by the
78 terms of the contract or grant, or in the event adequate funds are not provided, the
79 University's representative shall seek to have the contract or grant modified to permit or
80 fund such increases.

81 (b) Nothing contained herein shall prevent employees whose salaries are funded by
82 grant agencies from being allotted raises higher than those provided in this Agreement if
83 such increases are provided by the granting agency.

84 (c) Employees funded by auxiliary accounts shall receive salary increases equivalent to
85 similar employees on E&G funding, provided that adequate funds are available in the
86 appropriate auxiliary account.

87
88 **23.5 Annual Incentive Award Programs.** Incentive Award Programs recognize and
89 promote employee excellence and productivity that respond to and support the mission of
90 the University of Central Florida, including its strategic initiatives and five key goals. The
91 provost or his or her designee shall give final approval for awards to successful faculty.

92 Each academic year, the University shall make available to eligible employees 115
93 Incentive Awards. The awards shall be distributed to awardees in the next award cycle after
94 ratification of this document as set forth below. Regardless of contract length (9 months

95 through 12 months), award recipients shall receive a one-time award of \$5,000 as soon as
96 practicable and a \$5,000 increase to their salary effective at the beginning of the
97 succeeding academic year. Employees on visiting and other temporary appointments are
98 not eligible for incentive awards. Employees on non-E&G funding will be eligible for the
99 increase depending on availability of funds. All full-time employees in the appropriate
100 discipline with at least four academic years of continuous, non-OPS service at UCF
101 immediately prior to the current academic year are eligible.

102 (a) UCF-Teaching Incentive Program. The UCF-Teaching Incentive Program (“UCF-
103 TIP”) rewards teaching productivity and excellence. Each academic year the University shall
104 make available up to fifty-five UCF-TIP awards to eligible employees. The UCF-TIP award
105 recognizes employee contributions to UCF’s key goals of offering the best undergraduate
106 education available in Florida and achieving international prominence in key programs of
107 graduate study. Employees applying for TIPs must meet current productivity criteria.

108 (b) UCF-Research Incentive Award Program. The UCF-Research Incentive Award
109 (“UCF-RIA”) program recognizes outstanding research, scholarly, or creative activity that
110 advances the body of knowledge in a particular field, including interdisciplinary research
111 and collaborations. Each academic year the University shall make available up to fifty-five
112 UCF-RIA awards to eligible employees. The UCF-RIA award recognizes employee
113 contributions to UCF’s key goal of achieving international prominence in research and
114 creative activities.

115 (c) Scholarship of Teaching and Learning Awards (SoTLs). SoTLs recognize discovery,
116 reflection, and using evidence-based methods to research effective teaching and student
117 learning in higher education (i.e., at the university level). SoTL goes beyond teaching based
118 on evidence for specific teaching and learning practices. While the implementation of SoTL
119 outcomes may result in teaching excellence and increased teaching effectiveness, this
120 award recognizes scholarly efforts beyond teaching excellence. The University shall make
121 available up to five SoTL awards.

122 (d) Applications for Incentive Awards. Applications shall be completed online. These
123 awards shall be made according to the criteria or procedures listed on the Faculty
124 Excellence website.

125 (e) Incentive Award Selection.

126 (1) TIPs/RIAs. College or unit committees for the TIP and RIA award programs shall
127 be elected by and from the unit employees. The committees shall equitably represent the
128 departments or units within them. Employees who plan to apply in the current cycle for a
129 particular award shall not be eligible to serve on the committee. A committee chairperson
130 for each incentive award program shall be elected by and from the college/unit committee.
131 The chairperson shall charge the committee that members shall only consider the merits of
132 the application. No additional outside information or discussion of position, e.g., instructor
133 vs. tenure track employee, past awards, current salary, etc., may be considered, nor may
134 additional criteria be used. The committee shall review the award applications and shall
135 submit a ranked list of recommended employees to the dean or dean’s representative. In
136 ranking the applicants, committee members shall only consider the merits of the application.

137 a. Each committee member shall review all applications and transmit a
138 preliminary ranking to the committee chair. Committee members may rank as many
139 applicants as they deem merit the award, with the highest rank given to the top candidate
140 (i.e., the highest rank equals the number of applicants, N), the next highest rank being N-1,
141 and so on. Applications that are not deemed acceptable for an award by a committee
142 member shall be left unranked in that committee member’s rankings.

143 b. In larger colleges or units, subcommittees may be formed from the committee
144 at-large in the interest of efficient evaluation of the incentive award applications. Each
145 subcommittee must include at least three members, and every member of the committee at-
146 large must serve on a subcommittee. The applications to be reviewed shall be equitably
147 partitioned among the subcommittees. The subcommittees shall follow the ranking
148 procedure outlined above to determine which applications they recommend to the
149 committee at-large. Then the committee at-large shall be convened to review the
150 applications recommended by the subcommittees.

151 c. The committee chair shall convene the committee (at-large) and review their
152 initial rankings. Discussion shall be limited to information contained in the application and
153 may focus on applicants with few or dispersed rankings.

154 d. Following this discussion, the committee shall use a secret ballot to rank
155 candidates using the procedure outlined in (a) above.

156 e. A majority of voting committee members present must rank an applicant for
157 that employee to be eligible for an incentive award.

158 f. The applicant with the highest mean rank (i.e., the sum of the applicant's
159 rankings divided by the number of committee members present) shall have the highest
160 priority for an incentive award, the applicant with the next highest mean rank the next
161 highest priority, and so on, until all applicants who received rankings by a majority of
162 committee members present are ranked in order.

163 g. In the case of T applicants with tied mean rank for the final T-1 or fewer
164 available award(s), the procedure outlined in (a) above, with T being the highest possible
165 rank, shall be used to break the ties. The ranking process outlined in (a) above shall be
166 used as many times in succession as necessary until all such ties are resolved and a final
167 ranked list is complete.

168 h. The committee chair shall transmit this ranked list to the dean or dean's
169 representative, or unit head who reviews and approves the awards. If the selection
170 committee awards fewer than the number of awards available or if the dean or unit head
171 does not approve an award from the list submitted by the selection committee, then the
172 award(s) shall be retained in the same college or unit for one additional cycle before it is
173 returned to the overall pool for apportionment.

174 i. For purposes of TIP/RIA selection as stated above, "college" shall also
175 include the group of employees whose primary assignment is in the College of
176 Undergraduate Studies, the College of Graduate Studies, an institute, or center. ~~These Two~~
177 ~~TIPs and two RIAs shall be available to the employees shall be grouped together for~~
178 ~~purposes of calculating the number of awards available for each award category as~~
179 ~~described here.~~ The college committee shall consist of a member from each of the units
180 represented.

181
182 **23.6 Excellence Awards.** The University shall implement the merit-based bonuses set
183 forth below to recognize and promote employee excellence and productivity that respond to
184 and support the mission of the University of Central Florida.

185 (a) Trustee Chair Professorship. The UCF Trustee Chair Professorship is a multi-year
186 appointment awarded to employees with an extraordinary record of accomplishment in the
187 three primary areas of academic endeavor: teaching, research, and service. The objective
188 of this appointment is to recognize and celebrate outstanding performance with a title and
189 resources commensurate with accomplishment.

190 (1) Award recipients shall receive an annual budget of \$50,000 funded by the
191 University. Up to \$25,000 can be used as a salary supplement. These chairs have a five-
192 year appointment.

193 (2) Each academic year, the University may award Trustee Chair Professorships.

194 (3) The eligibility criteria for an applicant is holding the rank of tenured professor; the
195 applicant must be recognized as a "foremost scholar" in his or her chosen area of expertise,
196 meaning known as a preeminent scholar in his or her discipline; and have a positive impact
197 to other scholars at UCF. Applications will be reviewed by a committee consisting of one
198 Trustee Chair, one Pegasus Professor, the Chair of the Faculty Senate, and the Vice
199 Provost for Faculty Excellence. An employee who holds the rank of full professor shall be
200 appointed by the UCF-UFF Chapter President to serve as an ex officio member of the
201 committee, and shall not have a voting role except in the case of breaking any tie votes.
202 The President and Provost or designee will make the final appointment.

203 (b) Pegasus Professor. The Pegasus Professor award recognizes excellence in the
204 three primary areas of academic endeavor: teaching, research and service.

205 (1) Award recipients shall receive a one-time payment of \$5,000 as well as a
206 Pegasus statue.

207 (2) Each academic year, the University may award Pegasus Professor awards.

208 (3) The eligibility criteria is having completed five academic years at the rank of
209 tenured professor at UCF; having achieved excellence in teaching, research and/or creative
210 activity; and demonstrable service and scope of national and international impact. The
211 awards are ultimately determined by the President or designee.

212 (c) Excellence Awards. All full-time employees in the appropriate discipline with at least
213 three academic years of continuous non-visiting, non-OPS service at UCF immediately prior
214 to the current academic year are eligible, except for employees who have received a
215 college or university excellence award in the past three academic years in the category for
216 which they are applying. For some Excellence awards, additional eligibility criteria are
217 specified below. Award recipients shall receive a one-time payment of \$2,000. Each
218 academic year, the University shall award Excellence in Undergraduate Teaching awards,
219 one University Award for Excellence in Undergraduate Teaching, Excellence in Graduate
220 Teaching awards, one University Award for Excellence in Graduate Teaching, one
221 University Award for Excellence in Faculty Academic Advising, Excellence in Research
222 awards, one University Distinguished Research award, one University Award for Excellence
223 in Professional Service, one Excellence in Librarianship award, and one Excellence in
224 Instructional Design award.

225 (1) Excellence in Undergraduate Teaching awards.

226 a. Eligibility. Employees must be assigned to teach at least two undergraduate
227 courses in the current academic year and to have taught at least six undergraduate courses
228 over the preceding three academic years.

229 b. The criteria for evaluating applicants' files shall include three major
230 categories:

- 231 1. Innovations to improve undergraduate teaching;
- 232 2. Undergraduate teaching accomplishments/honors;
- 233 3. Evidence of impact on undergraduate teaching.

234 (2) Excellence in Graduate Teaching Awards.

235 a. Eligibility. Employees must have contributed significantly to graduate
236 education, including substantial teaching of graduate courses (including thesis and
237 dissertation courses) over the current academic year and the three preceding academic
238 years.

- 239 b. The criteria for evaluating applicants' files shall include three major
240 categories:
- 241 1. Innovations to improve graduate teaching;
242 2. Graduate Teaching Accomplishments/honors;
243 3. Evidence of impact on graduate teaching.
- 244 (3) Excellence in Research Awards
- 245 a. Eligibility. Employees must have an assignment of at least 0.10 FTE in
246 research over each of the three immediately preceding academic years and the current
247 academic year at UCF.
- 248 b. The criteria for evaluating applicants' files shall include three major
249 categories.
- 250 1. ~~cumulative~~Cumulative value and impact of research efforts at UCF within
251 the discipline and to society;
- 252 2. Recognition of research impact by the individual's peers in the same or in
253 related disciplines;
- 254 3. Publication/dissemination and presentation of research results.
- 255 (4) Excellence in Faculty Academic Advising.
- 256 a. Eligibility. All employees who currently advise and who have advised
257 undergraduate students over the preceding three academic years are eligible.
- 258 b. The criteria for evaluating applicants' files shall include three major categories:
- 259 1. Evidence of extra effort to improve advising;
260 2. Evidence that students have been sensitively and appropriately informed
261 and guided concerning career choices and academic opportunities;
262 3. Evidence that the nominee serves as a role model in the pursuit of
263 learning.
- 264 (5) University Awards for Excellence in Professional Service.
- 265 a. Eligibility. Employees who are assigned an FTE of at least 0.4005 for
266 professional service duties over the current academic year and for each of the three
267 preceding academic years are eligible.
- 268 b. The criteria for evaluating applicants' files shall include three major
269 categories:
- 270 1. Evidence of effectiveness in service to the university by highlighting
271 leadership contributions;
- 272 2. Evidence of significant accomplishment in professional organizations in
273 the nominee's discipline;
- 274 3. Evidence of recognition for outreach activities, service, and leadership
275 contributions to community organizations.
- 276 (6) Excellence in Librarianship.
- 277 a. Eligibility. Employees who have served at UCF as a librarian on a permanent
278 line for the current academic year and at least the three academic years immediately
279 preceding the current academic year are eligible.
- 280 b. The criteria for evaluating applicant's files shall include two major categories:
- 281 1. Evidence of extra effort to improve library services and collections;
282 2. Evidence of a sustained period of excellence in the library profession.
- 283 (7) Excellence in Instructional Design.
- 284 a. Eligibility. Must be an instructional designer on a non-visiting, non-OPS 12-
285 month contract at the time of nomination and over the three preceding academic years.
- 286 b. The criteria for evaluating applicant's files shall include two major categories:
- 287 1. Innovative contributions to UCF and/or the ID field;

288 2. Evidence of outstanding effort to promote quality of online instruction and
289 improve relationships with faculty members at UCF.

290 (8) Recommendations for these awards are made by various committees and are
291 ultimately determined by the President or designee.

292
293 **23.7 Administrative Discretion Increases.** From the date of ratification of this
294 document, through August 31, 2024, the University may provide Administrative Discretion
295 Increases up to one and one-half percent (1.5%) of the total salary rate of employees who
296 were in an employment relationship with the University on May 7, 2021. Any Administrative
297 Discretion Increase provided to contract and grant (C&G) or auxiliary-funded employees,
298 any court-ordered or court-approved salary increase, any prevailing wage adjustment for
299 the purpose of qualifying for immigration status, or any salary increase to settle a legitimate,
300 broad-based employment dispute shall not be subject to the terms and limitations of this
301 Section.

302 (a) The University may provide Administrative Discretion Increases for verified written
303 offers of outside employment, special achievements, merit, compression and inversion,
304 equity and market equity considerations, and similar special situations to employees in the
305 bargaining unit.

306 (b) Administrative Discretionary Increases for verified written offers of outside
307 employment shall not be subject to the one and one-half percent (1.5%) salary rate
308 limitation.

309 (c) UFF Notification. ~~At least 14~~ Within 45 days ~~prior to~~ of the effective date of any such
310 increase, the University shall provide to the UFF a written notification of the increase which
311 states the name of the employee, the rank and discipline of the employee, the amount of
312 the increase, and the reason for the increase.

313 (d) The University's ability to provide Administrative Discretion Increases shall expire
314 August 31, 2024, and shall not become part of the status quo.

315
316 **23.8 Report to Employees.** All employees ~~shall receive notice of~~ may access their
317 salary ~~increases prior to implementation~~ information at any time through the UCF portal.

318
319 **23.9 Type of Payment for Assigned Duties.**

320 (a) Duties and responsibilities assigned by the University to an employee that do not
321 exceed the available established FTE for the position shall be compensated through the
322 payment of salary, not Other Personal Services (OPS) wages.

323 (b) Duties and responsibilities assigned by the University to an employee that are in
324 addition to the available established FTE for the position shall be compensated through
325 OPS wages, not salary.

326
327 **23.10 Twelve-Month Payment Option.** The parties agree that a twelve-month payment
328 option for 9-month employees shall be offered each year during an annual open enrollment
329 period from April 1 to June 30. If chosen by the employee, this payment option shall
330 become effective for one academic year starting with the first full pay period beginning after
331 August 8. The plan shall allow for employees to select a fixed savings amount to be
332 deducted from each of the nineteen full bi-weekly paychecks received during the Fall and
333 Spring semesters with a change in that amount to account for those paychecks from which
334 double premiums are deducted. The total savings shall be returned to the employee in
335 equal amounts for the five full bi-weekly paychecks received during the Summer. The

336 University shall provide an online calculator to assist the employee in determining a savings
337 amount and fixed reduction amount that will allow the employee's net paychecks to remain
338 approximately constant. Pay received for supplemental summer assignments shall be
339 unaffected by this plan. This pay plan is subject to tax limitations.
340

341 **23.11 Administrative Salary Stipends.** A temporary salary increase that is provided to
342 an employee as compensation for performing a specific, titled administrative function shall
343 be permitted under this agreement as an Administrative Salary Stipend. ~~At least 14~~Within
344 45 days ~~prior to~~ the effective date of any Administrative Salary Stipend, the University
345 shall provide UFF a written notification of the stipend which states the name of the
346 employee, the rank and discipline of the employee, the amount of the stipend, and the
347 reason for the stipend. If all or part of the stipend is later added to the employee's salary,
348 the amount so converted shall be treated as an Administrative Discretion Increase during
349 the year in which the conversion takes place and shall be subject to limitations of that
350 section.
351

352 **23.12 Salary Rate Calculation and Payment.** The biweekly salary rate of employees
353 serving on twelve-month appointments shall be calculated by dividing the salary rate by
354 26.1 pay periods.
355

356 **23.14 Compensation.** UCF will comply with all applicable Federal and State labor and
357 employment laws.



Board of Trustees
February 24, 2023

AES-1: Conferral of Degrees

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Consideration of the Spring 2023 Conferral of Degrees.

Background Information:

UCF expects to award the following degrees during the fall commencement ceremonies on May 5 – 6, 2023.

Baccalaureate Degrees:	7,549
Master’s Degrees:	1,124
<u>Doctoral and Specialist:</u>	<u>144</u>
Total:	8,817

Recommended Action:

Approve the conferral of degrees during the Spring 2023 commencement ceremonies.

Alternatives to Decision:

Decline to approve the conferral of degrees during the Spring 2023 commencement ceremonies.

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 - Spring

Facilitator/Presenter:

Michael D. Johnson

UCF Spring 2023 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	641	61	2	704
College of Business Administration	801	201	3	1,005
College of Community Innovation and Education	817	326	17	1,160
College of Engineering and Computer Science	1,069	215	34	1,318
College of Graduate Studies	0	6	0	6
College of Health Professions and Sciences	816	130	35	981
College of Medicine	316	13	4	333
College of Nursing	346	35	17	398
College of Optics and Photonics	13	4	5	22
College of Sciences	2,014	61	27	2,102
College of Undergraduate Studies	378	0	0	378
Rosen College of Hospitality Management	338	72	0	410
Degree level totals:	7,549	1,124	144	8,817



Board of Trustees
February 24, 2023

AES-2: 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.

Hiring tenured faculty supports goal number two of the UCF Strategic Plan to “Recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity.”

Background Information:

Hiring outstanding faculty who are excellent teachers and researchers is essential to fulfill our mission as a research university. It is the key to becoming a top institution, and to meeting UCF’s strategic plan goals for advancing academic excellence, student success, and societal impact. To achieve preeminence and become a top 50 public university, and eventually reach the top 25, UCF must increasingly build strengths in its research programs and in student success across the university. Hiring outstanding senior faculty members is essential for elevating the departments and units they join. Such faculty members have normally earned tenure at their previous institution; all meet UCF’s requirements for tenure. For others, tenure is part of the hiring package when senior faculty members are hired for administrative positions. The market for these faculty is highly competitive, and one of the fundamental requirements for UCF to be able to compete and attract top faculty is to have a tenure system.

Department faculty members and the university’s administrative officers have approved granting tenure to these faculty members.

Recommended Action:

Approve the proposed individuals for tenure with hire.

Alternatives to Decision:

Decline to approve the proposed individuals for tenure with hire.

Fiscal Impact and Source of Funding:

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

removal for just cause, or layoff.

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/Presenter:

Michael D. Johnson

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

**Tenure with Hire Justification
Board of Trustees Meeting
February 24, 2023**

**Andrea Blanco Redondo, Professor
College of Optics and Photonics**

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2023/01/Blanco-Redondo-Andrea_CV.pdf

Dr. Andrea Blanco Redondo received her Ph.D. in electrical engineering from the University of Basque Country, Spain. She came to UCF from Nokia Bell Labs, where she was the head of the Silicon Photonics department. Dr. Blanco Redondo was previously the Professor Harry Messel Research Fellow and senior lecturer, equivalent to associate professor in the U.S., at the School of Physics at the University of Sydney, Australia. She is a well-recognized leader in the field of topological photonics, silicon photonics and quantum optics. Dr. Blanco Redondo was the recipient of the \$1.5 million Robinson Early Career Fellowship, Geoff Opat Prize, and Ada Byron Award, one of two Spanish nationwide awards to leading women in technology. She has published numerous peer-reviewed journal articles, presented at national and international conferences and invited presentations. Dr. Blanco Redondo has extensive teaching experience at the undergraduate and graduate levels and has supervised Ph.D., honors, and undergraduate students. She serves as an OSA (Optical Society of America) Ambassador, reviewer for the U.S. Department of Energy Office of Basic Sciences, and has served as an **OSA Continuum** associate editor, among many other service activities in the profession. The College of Optics and Photonics supports the recommendation for tenure with hire.

**Darren D. Hudson, Associate Professor
College of Optics and Photonics**

CV: https://bot.ucf.edu/wp-content/uploads/sites/5/2023/01/Hudson-Darren_CV.pdf

Dr. Darren D. Hudson received his Ph.D. in physics from the University of Colorado. He came to UCF from CACI – Photonics Solutions, where he was a senior technical manager. Dr. Hudson was previously a senior lecturer, equivalent to associate professor, at Macquarie University. While at CACI, Dr. Hudson secured a \$5M program from Air Force Research Lab to demonstrate high-power supercontinuum spanning UV (ultraviolet) to IR (infrared). He was the recipient of an early career research fellowship and continued his research fellow at the University of Sydney, Australia. Dr. Hudson has published numerous peer-reviewed journal articles in journals at the very top of his field, including **Nature Photonics**, **Nature Physics**, and **Optica**, and has presented at invited talks at major international conferences and public lectures. Dr. Hudson has extensive teaching experience at the undergraduate and graduate levels and has supervised Ph.D., graduate, and honors students. He has served as vice-president of

ALPhFA (Associated Laboratory for Photonics between France and Australia), an International Associated Laboratory between CNRS (French National Centre for Scientific Research) in France and 5 Universities in Australia, among many other service activities in the profession. The College of Optics and Photonics supports the recommendation for tenure with hire.



Board of Trustees
February 24, 2023

AES-3: Path to Preeminence: UCF 5-Year Benchmarking Plan

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

To present UCF’s Path to Preeminence: Five-year Benchmarking Plan for consideration of approval.

Background Information:

Upon approval of UCF’s *Unleashing Potential* strategic plan, the Board of Governor’s requested an updated Five-Year Benchmarking Plan for achieving full preeminence status. The plan is a required action for emerging preeminent state research universities under Florida Statute 1001.7065(5)(b). UCF last submitted a plan in 2016 upon the initial designation as an Emerging Preeminent State Research University.

The 2023 submitted five-year plan matches the benchmarks and targets that align with the strategic plan and the previously approved 2022 UCF Accountability Plan.

Eleven of the 12 preeminent metrics are required for full designation as a Preeminent State Research University. As detailed in Attachment A, UCF has attained eight of the preeminent metrics. The four metrics that require continued improvement include: four-year graduation rate; science and engineering research expenditures; number of post-doctoral appointees; and endowment size. The submitted plan highlights recent investments in strategic initiatives that support improved performance in these areas.

Recommended Action:

Approve the 2023 Path to Preeminence: UCF 5-Year Benchmarking Plan to the Board of Trustees.

Alternatives to Decision:

Return the plan for additional staff consideration and resubmission.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Florida Statute 1001.7065(5)(b) requires the submission on an approved five-year plan.

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: Path to Preeminence: UCF Five-Year Benchmarking Plan

Facilitator/Presenter:

Michael D. Johnson

M. Paige Borden, Chief Analytics Officer



Path to Preeminence: Five-year Benchmarking Plan

University of Central Florida

2023

In accordance with UCF's status as an emerging preeminent state research university and UCF's newly released *Unleashing Potential* strategic plan, the university submits the following five-year plan for achieving full preeminence status to the Board of Governors.

UCF's plan will achieve full preeminence within five years.

In addition to the state's preeminent metrics, another indicator of national excellence is the Carnegie Classifications of Institutions of Higher Education. UCF is classified in the highest possible ranking of R1: Doctoral Universities – Very High Research Activity. This ranking was awarded to only 3.7 percent of all evaluated institutions and was achieved by only 107 public institutions. Additionally, UCF is one of only 64 public, R1 institutions that also hold the optional Carnegie Community Engagement Classification of "Curricular Engagement and Outreach and Partnerships." The pairing of these classifications is recognition of UCF's commitment to teaching, research, and service.

Preeminence Metrics Achieved

In 2022, UCF achieved eight of the 12 preeminent metrics as defined in Florida Statute 1001.7065 qualifying UCF for the "Emerging Preeminence" designation. The eight metrics are detailed in Table 1, including current performance and a five-year projection.

UCF's newly approved strategic plan, *Unleashing Potential*, has embedded the preeminent metrics among the various goals included within the plan.

The university and its leadership will remain diligent in the continued improvement of our performance in these eight metrics.

Table 1: Preeminent Metrics Achieved			
	Benchmark	UCF 2022	UCF 2027
Average GPA and SAT Score (for incoming freshman in Fall semester)	4.0 GPA 1200 SAT	4.3 1317	4.3 1317
Public University Ranking	Top 50 in 2 or more publications	3	4
Freshman Retention Rate (Summer-Fall Full-time FTIC)	90%	92%	93%
National Academy Memberships	>= 6	8	10
Non-Medical Science & Engineering Research Expenditures (\$M)	\$150M	\$167	\$225
Number of Broad Disciplines Ranked in Top 100 for Research Expenditures	5 in Top 100	6	7
Utility Patents Awarded (over 3-year period)	100	156	141
Doctoral Degrees Awarded Annually	400	510	540

Metrics That Require Steady Work

This plan outlines how UCF will achieve an additional three metrics (for a total of 11 of 12) to attain the full preeminent state research university designation by 2027. The university continues to make investments and strategic improvements designed to improve the performance in these areas. Table 2 details the metrics where UCF’s performance is below the preeminent benchmark and presents the most recent performance and a 2027 projection. Details in each section below will highlight recent investments.

	Benchmark	UCF 2022	UCF 2027
Four-year Graduation Rate (Summer-Fall Full-time FTIC)	60%	50%	65%
Science & Engineering Research Expenditures (\$M)	>= \$200M	\$182	\$265
Number of Post-Doctoral Appointees	200	142	210
Endowment Size (\$M)	\$500M	\$201	\$290

Four-year Graduation Rate

The preeminent benchmark requires a 60 percent four-year graduation rate. UCF achieved a 50 percent graduation rate in 2022 (2017-21 cohort). Improving this metric remains a critical goal embedded within UCF’s *Unleashing Potential* strategic plan and is included also monitored within each college through specific, college-based targets. Preliminary data for 2023 indicates an increase to 54.6 percent.

UCF has multiple initiatives focused on improving student success including intentional advising, predictive analytics, and curricular analytics. In 2022, UCF restructured creating an inaugural Senior Vice President for Student Success and Engagement while dedicating an additional \$3 million in new recurring investments toward orientation programming, support modules for STEM courses, increasing class section volume, and additional advisors. The projected target for four-year graduation is 65 percent by 2027.

Science and Engineering Research Expenditures

The preeminent benchmark requires \$200 million in science and engineering research expenditures. UCF had \$182 million in science and engineering research expenditures as of 2022 (2020-21 fiscal year). *Unleashing Potential* has incorporated the Total R&D Expenditures metric of \$239 million with a target of \$350 million by 2027 (increasing 46 percent).

UCF has already achieved two related preeminent metrics with \$150 million in non-medical science and engineering research expenditures and six of eight research disciplines with expenditures in the top 100 among both public and private institutions. Achieving these metrics demonstrates UCF’s national performance in STEM-research expenditures. During fiscal year 2022, UCF reallocated \$7 million recurring and \$26 million non-recurring dollars toward research equipment, infrastructure, and longer-term innovations designed to have a substantial impact. Areas such as infectious disease and travel health, digital twin, space education and industrialization, zero-carbon energy, artificial intelligence, and next-gen computing hardware benefited from recurring investments. The projection for total science and engineering research expenditures is \$265 million by 2027.

Post-Doctoral Appointees

The preeminent benchmark requires 200 post-doctoral appointees. UCF had 142 reported post-doctoral appointees in 2022 (Fall 2020 data). The metric is embedded within the *Unleashing Potential* strategic

plan. During fiscal year 2022, UCF reallocated \$1 million into initiatives designed to revitalize and grow our post-doctoral appointees' program. The projection for this metric is to steadily increase and have 225 post-doctoral appointees supporting UCF research by 2027.

Endowment Size

The preeminent benchmark requires \$500 million in endowment. UCF had \$201 million in endowment in 2022 (2020-21 fiscal year). UCF is committed to growing our endowment and have increased the value by 37 percent over the last five years. This metric is included in *Unleashing Potential* strategic plan along with annual fundraising. The projection for this metric is \$290 million in 2027, and we do not anticipate meeting the preeminent benchmark.

UCF's Strategic Plan

Unleashing Potential, approved in 2022, update the university's mission, aspirations, priorities, and areas of focus. The plan specifically highlights UCF's aspiration of becoming a Top 50 public research university and a designated preeminent university by 2027.

The updated UCF mission declares that "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."

The five-year plan highlights twenty-four metrics across four priorities, including Student Success and Well-Being; Discovery and Exploration; Community and Culture; and Innovation and Sustainability. As UCF continues to pursue excellence in these areas, attainment of additional preeminence metrics will be a byproduct of our everyday advances.

Conclusion

The University of Central Florida is grateful to the Florida Legislature and the Board of Governors for their support of the preeminent and emerging preeminent programs. The designation enhances UCF's national prominence and demonstrates the state's commitment to nurture the best higher education system in the nation.



Board of Trustees
February 24, 2023

AUD-1: Board of Governors’ Performance-based Funding Data Integrity Certification Audit Report

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

To determine if the report achieves the objective of complying with the Board of Governors’ reporting requirements and any correction plans identified within the report are clearly documented and adequately address the correction plans.

Background Information:

As an annual requirement, University Audit has performed an audit of UCF’s processes to ensure the completeness, accuracy, and timeliness of data submissions relating to Board of Governors’ performance funding metrics.

No reportable issues were identified during our work.

The results of this audit are required to be accepted by the committee including any identified corrective action plans. After acceptance by the committee and subsequent review and approval by the full UCF Board of Trustees, the report shall be submitted to the Board of Governors’ Office of Inspector General and Director of Compliance no later than March 1, 2023.

Recommended Action:

Accept University Audit’s report on the Board of Governors Performance-based Funding Data Integrity Certification Process.

Alternatives to Decision:

Decline acceptance of the report and/or require additional work be performed by University Audit along with a formal request to the Board of Governors for a filing extension.

Fiscal Impact and Source of Funding:

Cost to UCF is internal representing the hours spent by University Audit and other departments in completing the audit and reviewing the results.

Authority for Board of Trustees Action:

The Florida Board of Governors’ Data Integrity Certification process which was established in June 2014.

Contract Reviewed/Approved by General Counsel N/A



Board of Trustees

Agenda Memo

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

Submitted by:

Robert Taft, Chief Audit Executive

Supporting Documentation:

Attachment A: Board of Governors' Performance-based Funding Data Integrity Certification Audit Report

Facilitators/Presenters:

Robert Taft



UNIVERSITY OF CENTRAL FLORIDA

PERFORMANCE-BASED FUNDING DATA INTEGRITY

AUDIT OF INTERNAL CONTROLS AND COMPLIANCE

AS OF SEPTEMBER 30, 2022

AUDIT 369

DECEMBER 7, 2022

This work product was prepared in accordance with the International Standards for the Professional Practice of Internal Auditing, as published by the Institute of Internal Auditors, Inc.



UNIVERSITY OF CENTRAL FLORIDA

University Audit

Phone: 407-823-2889
P.O. Box 160080
Orlando, FL 32816-0080

MEMORANDUM

TO: Alexander Cartwright
President

FROM: Robert J. Taft
Chief Audit Executive

DATE: December 7, 2022

SUBJECT: Audit of Performance-based Funding Data Integrity

The enclosed report represents the results of our Performance-based Funding Data Integrity audit.

We appreciate the cooperation and assistance of the staff in Institutional Knowledge Management, the Office of Research, the College of Graduate Studies, and the UCF Foundation.

cc: M. Paige Borden
Jana Jasinski
Michael Johnson
Mike Kilbride
Winston Schoenfeld
Linda Sullivan
Board of Trustees
State University System of Florida Inspector General

Executive Summary

Based on our audit, we have concluded that UCF's controls and processes are adequate to ensure the completeness, accuracy, and timeliness of data submitted to the Florida Board of Governors (BOG) in support of performance-based funding metrics, as well as emerging preeminence metrics.

It should be noted that the SIFD Degree Awarded file submittals for Fall 2020, Spring 2021, and Fall 2021 were delayed due to several Registrar's Office employees resigning, which impacted the degree certification process. The BOG was informed of these delays, which had no impact on performance funding calculations. As required, this observation will be noted on UCF's certification form.

We believe that our audit can be relied upon by the university president and the UCF Board of Trustees as a basis for certifying the representations made to the BOG related to the integrity of data required for the BOG performance-based funding (PBF) model and emerging-preeminence status.

Background and Performance Objectives

Beginning in 2013-14, the BOG implemented a PBF model which utilizes a set of performance metrics to evaluate universities on a range of issues, including graduation rates, job placement, cost per degree, and retention rates.

The model has four guiding principles:

1. use metrics that align with SUS Strategic Plan goals,
2. reward Excellence or Improvement,
3. have a few clear, simple metrics, and
4. acknowledge the unique mission of the different institutions.

For the 2022-23 funding year, each university was evaluated on nine common metrics, with the two exceptions being New College of Florida (New College) and Florida Polytechnic University (Florida Poly).

Florida Senate Bill 72 (<https://www.flsenate.gov/Committees/BillSummaries/2020/html/2188>) added two new metrics, which replaced the ninth metric chosen by the BOG that focused on specific areas of improvement and the distinct mission of each university. Each university BOT selects one metric of its own.

Due to the new Florida State University System 2025 Strategic Plan (https://www.flbog.edu/wp-content/uploads/2022/11/2025_System_Strategic_Plan_Amended_Nov_2022.pdf), two metrics

were adjusted to match the new goals. For Metric 1, percent of bachelor's graduates continuing their education or employed (with a salary greater than \$30,000) within the U.S. one year after graduation was changed from having a salary greater than \$25,000. Metric 4, Four-Year Graduation Rate, adjusted the points earned based on the Excellence Points to reflect a 65% graduate rate earning 10 points versus the old scale where 50% graduate rate earned 10 points.

The common metrics are:

1. percent of bachelor's graduates continuing their education or employed (with a salary greater than \$30,000) within the U.S. one year after graduation
2. median wages of bachelor's graduates employed full-time one year after graduation
3. average cost to the student (net tuition per 120 credit hours) for a bachelor's degree
4. four-year graduation rate (includes full-time, first time in college students)
5. academic progress rate (second year retention with a GPA greater than 2.0)
6. bachelor's degrees awarded within programs of strategic emphasis
7. university access rate (percent of fall undergraduates with a Pell Grant)
8. graduate degrees awarded within programs of strategic emphasis (not applicable to New College and Florida Poly)
- 9A. two-year graduation rate for Florida College System (FCS) associate in arts transfer students
- 9B. six-year graduation rate for student who are awarded a Pell Grant in their first year

Metric selected by UCF Board of Trustees:

10. percent of bachelor's degrees awarded to African American and Hispanic Students

This year, the BOG revised the Performance-based Funding Data Integrity Certification form to reduce the number of representations by removing those that are no longer needed and merging two other representations that were closely related. The certification provides assurances that the data submitted by universities is reliable, accurate, and complete. This certification form is to be signed by the university president, affirmatively certifying each of the nine stated representations or providing an explanation as to why the representation cannot be made as written. The certification form is also to be approved by the university Board of Trustees (BOT) and signed by the BOT chair.

To make such certifications meaningful, during the 2019 Legislative Session, lawmakers approved Senate Bill 190 that contains language amending section 1001.706, Florida Statutes. It states:

“Each university shall conduct an annual audit to verify that the data submitted pursuant to ss. 1001.7065^[1] and 1001.92^[2] complies with the data definitions established by the

¹ S. 1001.7065, Florida Statute, Preeminent State Research University Program

² S. 1001.92, Florida Statute, State University System Performance-based Incentive

board and submit the audits to the Board of Governors Office of Inspector General as part of the annual certification process required by the Board of Governors.”

Audit Objectives and Scope

The primary objective of this audit is to determine the adequacy of university controls in place to promote the completeness, accuracy, and timeliness of data submissions to the BOG, particularly as they relate to PBF metrics and preeminence metrics. This audit also provides an objective basis of support for the president and BOT chair to certify the required representations on the data integrity certification form.

Performance-based Funding Metrics

Our approach is to audit supporting data files related to a minimum of four of the PBF measures each year so that all PBF measures are tested at least twice within a five-year cycle.

This year’s testing included data files submitted as of September 30, 2022, related to the following four metrics:

- Metric 1: percentage of Bachelor’s Graduates employed full-time in Florida or continuing their education in the U.S. one year after graduation
- Metric 4: Four Year Graduation Rate (Full-time First Time in College (FTIC))
- Metric 8: Graduate Degrees Awarded in Areas of Strategic Emphasis (includes STEM)
- Metric 10: Percent of Bachelor’s Degrees Awarded to African American and Hispanic Students

The 2015-16 audit included a comprehensive review of the controls and processes established by the university to ensure the completeness, accuracy, and timeliness of data submissions to the BOG which supported the PBF metrics. As part of our annual audit process, we review any changes to these controls and processes on an annual basis with Institutional Knowledge Management (IKM) and determine if these changes will have any impact on our audit approach.

In addition, we verified the completeness and accuracy of the Student Instruction File (SIF) and Degrees Awarded (SIFD) files submitted to the BOG in support of the measures listed above. By developing queries in PeopleSoft Campus Solutions independently and then comparing those results to the files submitted to BOG, we were able to test 100 percent of the students submitted for these files.

Preeminence Metrics

As an Emerging Preeminence university, we began auditing the Preeminent Metrics in 2019. The Preeminent Metrics selected for this year’s audit include:

Metric	Title and period reviewed	Excellence Standards^[3]	UCF’s Result
D	Four Year Graduation Rate (2017-21)	60%	50% (not achieved)
E	National Academy Memberships (2022)	6	8 (achieved)
F	Science and engineering research expenditures (2020-21)	\$200M	\$182M (not achieved)
G	Non-medical science and engineering research expenditures (2020-21)	\$150M	\$167M (achieved)
I	Doctoral degrees awarded annually (2020-21)	400	480 (achieved)

- Preeminent Metrics D is the same as the PBF metric #4.
- For Preeminent Metric E, a faculty member who has been inducted into the National Academy of Sciences, National Academy of Engineering, or the National Academy of Medicine is considered a National Academy member.
- Preeminent Metrics F and G are derived from information included in the National Science Foundation (NSF)’s Higher Education Research and Development (HERD) Survey. This survey data is collected and submitted by the Office of Research. Data for all the other metrics is reported to the Board of Governors by IKM. The information submitted to NSF for the HERD Survey is a compilation of PeopleSoft Financials project expenditures, UCF Foundation (UCFF) expenditures, forgone overhead, tuition remission, and faculty salaries for internally funded research conducted by faculty (paid with university funds) as allocated in the Faculty Activities System.
- As of 2016, the Legislature amended the criteria for Preeminent Metrics I to include professional doctoral degrees awarded in medical and health care disciplines.

³ S. 1001.7065, Florida Statute, Preeminent State Research University Program

Audit Timeline

Beginning of audit: June 20, 2022

End of fieldwork: November 8, 2022

Audit Team Members

Vicky Sharp, Auditor III, Auditor In-Charge

Vallery Morton, Audit Manager, Level I Reviewer

Robert Taft, Chief Audit Executive, Level II Reviewer



Board of Trustees
February 24, 2023

AUD-2: Performance-based Funding Data Certification Form

Information Discussion Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

To determine if the form achieves the objective of complying with the Board of Governors’ reporting requirements and accurately expresses the results of the audit and the attestations being made by the university including documentation of any significant exceptions or concerns.

Background Information:

As an annual requirement, UCF is required to complete a Performance-based Data Integrity Certification Form affirming the results of the completed audit report (AUDC-1) and that all representations included in the Performance Data Integrity Certification Form have been fulfilled.

After approval of the form by the committee and subsequent approval by the full UCF Board of Trustees, this document is to be signed by the university president and the UCF Board of Trustees Chair and is to be submitted to the Board of Governors’ Office of Inspector General and Director of Compliance no later than March 1, 2023.

Recommended Action:

Approve submission of the Performance-based Funding Data Integrity Certification Form to the Board of Governors.

Alternatives to Decision:

Decline to approve the form and/or require additional work be performed by University Audit along with a formal request to the Board of Governors for a filing extension.

Fiscal Impact and Source of Funding:

Cost to UCF is internal representing the hours spent by University Audit and other departments in completing the audit and reviewing the results.

Authority for Board of Trustees Action:

The Florida Board of Governors’ Data Integrity Certification process which was established in June 2014.

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:

Robert Taft, Chief Audit Executive



Supporting Documentation:

Attachment A: Performance-based Funding Data Integrity Certification Form

Facilitators/Presenters:

Robert Taft



Data Integrity Certification

March 2023

In accordance with Board of Governors Regulation 5.001(8), university presidents and boards of trustees are to review, accept, and use the annual data integrity audit to verify the data submitted for implementing the Performance-based Funding model complies with the data definitions established by the Board of Governors.

Given the importance of submitting accurate and reliable data, boards of trustees for those universities designated as preeminent or emerging preeminent are also asked to review, accept, and use the annual data integrity audit of those metrics to verify the data submitted complies with the data definitions established by the Board of Governors.

Applicable Board of Governors Regulations and Florida Statutes: Regulations 1.001(3)(f), 3.007, and 5.001; Sections 1.001.706, 1001.7065, and 1001.92, Florida Statutes

Instructions: To complete this certification, university presidents and boards of trustees are to review each representation in the section below and confirm compliance by signing in the appropriate spaces provided at the bottom of the form. Should there be an exception to any of the representations, please describe the exception in the space provided.

Once completed and signed, convert the document to a PDF and ensure it is ADA compliant. Then submit it via the Chief Audit Executives Reports System (CAERS) by the close of business on March 1, 2023.

University Name: *University of Central Florida*

Data Integrity Certification Representations:

1. I am responsible for establishing and maintaining, and have established and maintained, effective internal controls and monitoring over my university's collection and reporting of data submitted to the Board of Governors Office which will be used by the Board of Governors in Performance-based Funding decision-making and Preeminence or Emerging-preeminence Status.
2. In accordance with Board of Governors Regulation 1.001(3)(f), my Board of Trustees has required that I maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.
3. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.

Data Integrity Certification, March 2023

4. In accordance with Board of Governors Regulation 3.007, I have tasked my Data Administrator to ensure the data file (prior to submission) is consistent with the criteria established by the Board of Governors. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office. A written explanation of any identified critical errors was included with the file submission.
5. In accordance with Board of Governors Regulation 3.007, my Data Administrator has submitted data files to the Board of Governors Office in accordance with the specified schedule.
6. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.
7. I recognize that Board of Governors' and statutory requirements for the use of data related to the Performance-based Funding initiative and Preeminence or Emerging-preeminence status consideration will drive university policy on a wide range of university operations – from admissions through graduation. I certify that university policy changes and decisions impacting data used for these purposes have been made to bring the university's operations and practices in line with State University System Strategic Plan goals and have not been made for the purposes of artificially inflating the related metrics.
8. I certify that I agreed to the scope of work for the Performance-based Funding Data Integrity Audit and the Preeminence or Emerging-preeminence Data Integrity Audit (if applicable) conducted by my chief audit executive.
9. In accordance with section 1001.706, Florida Statutes, I certify that the audit conducted verified that the data submitted pursuant to sections 1001.7065 and 1001.92, Florida Statutes [regarding Preeminence and Performance-based Funding, respectively], complies with the data definitions established by the Board of Governors.

Exceptions to Note: *The SIFD Degree Awarded file submittals for Fall 2020, Spring 2021, and Fall 2021 were delayed due to several Registrar's Office employees resigning, which impacted the degree certification process. The BOG was informed of these delays, which had no impact on performance funding calculations.*

Data Integrity Certification, March 2023

Data Integrity Certification Representations, Signatures:

I certify that all information provided as part of the Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) is true and correct to the best of my knowledge; and I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements render this certification void. My signature below acknowledges that I have read and understand these statements. I certify that this information will be reported to the board of trustees and the Board of Governors.

Certification: _____
University President

Date: _____

I certify that this Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) has been approved by the university board of trustees and is true and correct to the best of my knowledge.

Certification: _____
University Board of Trustees Chair

Date: _____



Board of Trustees
February 24, 2023

AUD-3 University Audit Department Charter

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

An internal audit department charter is required by the International Standards for the Professional Practice of Internal Auditing. The charter is a formal document that defines the internal audit department’s purpose, authority, and responsibility; establishes the internal audit position within the organization; authorizes their access to records, personnel, and physical properties relevant to the performance of audit work; and defines the scope of internal audit activities. The most recent University Audit department charter was approved by the full UCF Board of Trustees in January 2017.

Background Information:

In conjunction with a review of our internal documentation for our upcoming Quality Assurance Review, we identified the need to have a formal review and subsequent approval of our University Audit department charter. A few minor revisions have been identified including a) providing additional detail on the types of projects performed and b) listing additional standards the department relies upon to perform our work.

Recommended Action:

Approve proposed revisions.

Alternatives to Decision:

Decline to approve and request additional edits to the current charter beyond the attached proposal or elect to maintain the current version of the charter.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

UCF Board of Trustees Audit and Compliance Committee 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:

Robert Taft, Chief Audit Executive

Supporting Documentation:

Attachment A: University Audit Department Charter (Redline)

Attachment B: University Audit Department Charter (Clean Copy)

Facilitators/Presenters:

Robert Taft

INTERNAL AUDIT CHARTER

A. Purpose and Mission

University Audit serves as the university's internal auditor, providing internal audits and reviews, management consulting and advisory services, investigations of fraud and abuse, follow-up of audit recommendations, evaluation of the processes of risk management and governance, and coordination with external auditors. University Audit will escalate and report the results of this work to appropriate internal and external parties including the president and ~~B~~board of ~~T~~rustees.

The mission of the office is to serve the university by recommending actions to assist them in achieving its strategic and operational objectives. This assistance includes providing recommendations to management of activities designed and implemented by management to strengthen internal controls, reduce risk to and waste of resources, and improve operations to enhance the performance and reputation of the university. In addition, University Audit assists the Audit and Compliance Committee of the Board of Trustees in accomplishing its oversight responsibilities in accordance with UCF Board of Trustees and Florida Board of Governors guidelines and regulations.

B. Definition and Role of Internal Auditing

According to the Institute of Internal Auditors (IIA):

"Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes." ~~Under the IIA "Three Lines of Defense" model, Internal Audit serves as "the third line of defense" as noted below:~~

~~The first line of defense is provided by front line staff and operational management. The systems, internal controls, the control environment and culture developed and implemented by these business units is crucial in anticipating and managing operational risks.~~

~~The second line of defense is provided by the risk management and compliance functions. These functions provide the oversight and the tools, systems and advice necessary to support the first line in identifying, managing, and monitoring risks.~~

~~The third line of defense is provided by the internal audit function. This function provides a level of independent assurance that the risk management and internal control framework is working as designed.~~

C. Reporting Structure and Independence

University Audit reports administratively to the ~~P~~president and functionally to the Audit and Compliance Committee of the Board of Trustees. This reporting structure promotes independence and full consideration of appropriate responses to audit recommendations and implementation of management action plans. In addition, the structure provides a vehicle for the escalation of concerns as well as evaluating the adequacy of department resources.

All internal audit activities shall remain free of ~~undue~~ undue influence by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of an independent and objective mental attitude necessary in rendering reports.

To maintain its independence in accordance with performing its mission, ~~—serving as the “third line of defense”~~—University Audit is **not authorized** to:

- Perform any operational duties (such as implementing or performing internal controls, developing university-wide or department level procedures, ~~installing systems or preparing records~~ installing systems, preparing records, or tendering legal opinions) for the areas of the university or any affiliated organizations external to the department.
- Initiate or approve accounting transactions or selection of third-party vendors external to the department.
- Direct the activities of any university employee not employed by University Audit, except to the extent such employees have been appropriately assigned to auditing teams or to

otherwise assist the internal audit staff during the course of audit work in providing requested documentation or clarification of university processes and practices.

D. Authority

University Audit has the authority to audit, review, or investigate all areas of the university, including its direct support organizations, auxiliary facilities and services, faculty practice plan corporations, and other component units. The scope and related activities of a Audits, reviews, and investigations shall not be unduly restricted or limited by management, the president, or the Board of Trustees.

University Audit has unrestricted and timely access to records, data, personnel, and physical property relevant to performing audits, reviews, investigations, and consulting services. Documents and information given to internal auditors will be handled in the same prudent and confidential manner as by those employees normally accountable for those records. As required by law, University Audit will comply with the Florida Sunshine Law and public record requests.

University Audit will notify the chair of the board of trustee's Audit and Compliance Committee of the Board of Trustees or the president as appropriate, of any unresolved restriction, barrier, or limitation to obtaining necessary information to perform their duties. If the university is not able to remedy such limitations, the chief audit executive shall timely notify the Board of Governors (through their e-Office of Inspector General and Compliance IGC) of any such restriction, barrier, or limitation.

E. Duties and Responsibilities

University Audit performs three multiple types of projects including:

- Perform Audits and reviews as selected using established quantitative and qualitative criteria with the schedule being designed on a rolling quarter basis and according to the risk-based annual plan, which is submitted to and discussed with the president and the Audit and Compliance Committee. Audits are assurance services defined as examinations of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization. Examples include financial, operational performance, compliance, information systems and data security, and due diligence engagements relating to vendors and third-party

relationships. Reviews could include process walkthroughs, development of continuous monitoring reports, and embedded project monitoring.

•

DRAFT

- Consulting services, the nature and scope of which are agreed to with the university client, are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include reviews, gap analysis using relevant third-party frameworks, recommendations (advice), facilitation of and providing guidance relating to management's control self-assessment initiatives, identification of leading practices, and providing training to the university community in areas such as fraud awareness, risk management, internal controls and other related subject matter.
- Investigations are independent evaluations of allegations generally focused on improper activities including misuse of university resources, fraud, financial irregularities, and academic integrity concerns along with research misconduct. Management will also be informed of any identified significant control weaknesses such as management override of controls along with unethical behavior, lack of academic integrity, failure to provide adequate oversight, or similar types of actions. In conjunction with performance of or participation in investigations across the university community, University Audit is responsible for determining whether allegations associated with an investigation fall under the State of Florida Whistle-blower Act in accordance with sections 112.3187-112.31895, Florida Statutes. In addition, as noted in Florida Board of Governors Regulation 4.002 State University Chief Audit Executives, University Audit is responsible to review statutory whistle-blower information and coordinate all activities of the university as required by the Florida Whistle-blower's Act. In addition, University Audit assists management in compliance with Board of Governors Regulation 3.405003 by serving as the point of contact for the design and oversight of the university's anti-fraud framework strategy and training.

When performing any of these activities, University Audit will focus on:

- a) Evaluating the economy, efficiency and effectiveness in the administration of university programs and operations
- b) Recommending adjustments to existing internal controls to enhance the prevention and detection of fraud and abuse within university programs and operations

c) Examining the validity of significant and credible allegations relating to waste, fraud or financial mismanagement as provided in Board of Governors Regulation-4.001

e)d) Identifying training and outreach opportunities where University Audit -will work with other UCF personnel to reduce the risk for future fraud or internal control breakdowns

~~Audits will be scheduled and performed according to the risk-based annual plan, which is submitted to the president, the Audit and Compliance Committee and the Florida Board of Governors. The plan will be updated as necessary to reflect changes in the university's strategic plan, program initiatives, and external environmental factors along with accommodating requests from the Board of Trustees and university management. Consulting services and investigations will be scheduled and performed on a case-by-case basis.~~

Follow-up on open audit project issues will be performed on a regular basis to evaluate management's progress in implementing internal audit recommendations generated by all audit department projects as defined above. It is ultimately management's responsibility to perform remediation activities or accept any potential risk exposure associated with electing to not take any mitigation actions.

In addition, University Audit will work with third parties such as the State University System of Florida Board of Governors, the Florida Auditor General, external auditors (public accounting firms), and relevant federal, state and local government agencies to discuss current and proposed processes, internal control- related activities, along with and providing e-requested information and facilitation services to assist with the timely completion of these projects.

To help ensure University Audit has the capabilities to perform these functions, the department will:

- use existing or request additional funds to maintain a professional staff with sufficient size, knowledge, skills, experience, and professional certifications along with obtaining appropriate technology that increases the department's capabilities, productivity and efficiency-,
- use third-party resources (i.e. co-sourcing) as appropriate to supplement the department's efforts and

- establish a quality assurance improvement program of internal auditing activities as defined by the ~~Institute~~Institute of Internal Auditors for the ~~office of chief audit executive and the~~ department as a whole. This program must include an e

DRAFT

external assessment conducted at least once every five (5) years. The external assessment report and any related improvement plans shall be presented to the board of trustees, with a copy provided to the Florida Board of Governors. In addition, a quality assurance program will be established specifically for investigations based on guidance from relevant standards.

- prepare an annual report summarizing the activities of the department for the preceding fiscal year, the office's plans and resource requirements, including significant changes, and the impact of resource limitations for distribution to the president, board of trustees and Florida Board of Governors.
- report on a routine basis (through written or verbal means) to the Audit and Compliance Committee and/or the full board of trustees on matters including significant risk exposures, control issues, fraud risks, governance issues and other matters as requested by the president and/or the board of trustees.

F. Professional Standards

University Audit adheres to the Code of Ethics and the *International Standards for the Professional Practice of Internal Auditing* adopted by The Institute of Internal Auditors along with the Information Systems Auditing Standards published by ISACA. For investigation activities, University Audit will conform to standards found in the Principles and Standards for Offices of Inspector General published by the Association of Inspector General and professional standards issued for the State University System of Florida entitled Standards for Compliant Handling and Investigations for the State University System of Florida. –

In addition, this charter will be reviewed and approved at least every three (3) years for consistency with applicable Florida Board of Governors and university regulations, professional standards, and industry best practices.

Approved by the UCF Board of Trustees Audit and Compliance Committee January 13, 2017

INTERNAL AUDIT CHARTER

A. Purpose and Mission

University Audit serves as the university's internal auditor, providing internal audits and reviews, management consulting and advisory services, investigations of fraud and abuse, follow-up of audit recommendations, evaluation of the processes of risk management and governance, and coordination with external auditors. University Audit will escalate and report the results of this work to appropriate internal and external parties including the president and Board of Trustees.

The mission of the office is to serve the university by recommending actions to assist them in achieving its strategic and operational objectives. This assistance includes providing recommendations to management of activities designed and implemented by management to strengthen internal controls, reduce risk to and waste of resources, and improve operations to enhance the performance and reputation of the university. In addition, University Audit assists the Audit and Compliance Committee of the Board of Trustees in accomplishing its oversight responsibilities in accordance with UCF Board of Trustees and Florida Board of Governors guidelines and regulations.

B. Definition and Role of Internal Auditing

According to the Institute of Internal Auditors (IIA):

"Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes."

C. Reporting Structure and Independence

University Audit reports administratively to the president and functionally to the Audit and Compliance Committee of the Board of Trustees. This reporting structure promotes independence and full consideration of appropriate responses to audit recommendations and implementation of management action plans. In addition, the structure provides a vehicle for the escalation of concerns as well as evaluating the adequacy of department resources.

All internal audit activities shall remain free of undue influence by any element in the organization, including matters of audit selection, scope, procedures, frequency, timing,

or report content to permit maintenance of an independent and objective mental attitude necessary in rendering reports.

To maintain its independence in accordance with performing its mission, University Audit is **not authorized** to:

- Perform any operational duties (such as implementing or performing internal controls, developing university-wide or department level procedures, installing systems, preparing records, or tendering legal opinions) for the areas of the university or any affiliated organizations external to the department.
- Initiate or approve accounting transactions or selection of third-party vendors external to the department.
- Direct the activities of any university employee not employed by University Audit, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the internal audit staff during the course of audit work in providing requested documentation or clarification of university processes and practices.

D. Authority

University Audit has the authority to audit, review or investigate all areas of the university, including its direct support organizations, auxiliary facilities and services, faculty practice plan corporations, and other component units. The scope and related activities of audits, reviews, and investigations shall not be unduly restricted or limited by management, the president, or the Board of Trustees.

University Audit has unrestricted and timely access to records, data, personnel, and physical property relevant to performing audits, reviews, investigations, and consulting services.

Documents and information given to internal auditors will be handled in the same prudent and confidential manner as by those employees normally accountable for those records. As required by law, University Audit will comply with the Florida Sunshine Law and public record requests.

University Audit will notify the chair of the Audit and Compliance Committee of the Board of Trustees or the president as appropriate, of any unresolved restriction, barrier, or limitation to obtaining necessary information to perform their duties. If the university is not able to remedy such limitations, the chief audit executive shall timely notify the Board of Governors (through their Office of Inspector General and Compliance) of any such restriction, barrier, or limitation.

E. Duties and Responsibilities

University Audit performs multiple types of projects including:

- Audits and reviews as selected using established quantitative and qualitative criteria with the schedule being designed on a rolling quarter basis and submitted to and discussed with the president and the audit and compliance committee. Audits are assurance services defined as examinations of evidence for the purpose of providing an independent assessment on governance, risk management, and control processes for the organization. Examples include financial, operational performance, compliance, information systems and data security, and due diligence engagements relating to vendors and third-party relationships. Reviews could include process walkthroughs, development of continuous monitoring reports, and embedded project monitoring.
- Consulting services, the nature and scope of which are agreed to with the university client, are intended to add value and improve an organization's governance, risk management, and control processes without the internal auditor assuming management responsibility. Examples include reviews, gap analysis using relevant third-party frameworks, facilitation of and providing guidance relating to management's control self-assessment initiatives, identification of leading practices, and providing training to the university community in areas such as fraud awareness, risk management, internal controls and other related subject matter.
- Investigations are independent evaluations of allegations generally focused on improper activities including misuse of university resources, fraud, financial

irregularities, and academic integrity concerns along with research misconduct. Management will also be informed of any identified significant control weaknesses such as management override of controls along with unethical behavior, lack of academic integrity, failure to provide adequate oversight, or similar types of actions. In conjunction with performance of or participation in investigations across the university community, University Audit is responsible for determining whether allegations associated with an investigation fall under the State of Florida Whistle-blower Act in accordance with sections 112.3187-112.31895, Florida Statutes. In addition, as noted in Florida Board of Governors Regulation 4.002 State University Chief Audit Executives, University Audit is responsible to review statutory whistle-blower information and coordinate all activities of the university as required by the Florida Whistle-blower's Act. In addition, University Audit assists management in compliance with Board of Governors Regulation 3.003 by serving as the point of contact for the design and oversight of the university's anti-fraud framework strategy and training.

When performing any of these activities, University Audit will focus on:

- a) Evaluating the economy, efficiency and effectiveness in the administration of university programs and operations
- b) Recommending adjustments to existing internal controls to enhance the prevention and detection of fraud and abuse within university programs and operations
- c) Examining the validity of significant and credible allegations relating to waste, fraud or financial mismanagement as provided in Board of Governors Regulation 4.001
- d) Identifying training and outreach opportunities where University Audit will work with other UCF personnel to reduce the risk for future fraud or internal control breakdowns.

Follow-up on open project issues will be performed on a regular basis to evaluate management's progress in implementing internal audit recommendations generated by

all audit department projects as defined above. It is ultimately management's responsibility to perform remediation activities or accept any potential risk exposure associated with electing to not take any risk mitigation actions.

In addition, University Audit will work with third parties such as the State University System of Florida Board of Governors, the Florida Auditor General, external auditors (public accounting firms), and relevant federal, state and local government agencies to discuss current and proposed processes, internal control related activities, along with providing requested information and facilitation services to assist with the timely completion of these projects.

To help ensure University Audit has the capabilities to perform these functions, the department will:

- use existing or request additional funds to maintain a professional staff with sufficient size, knowledge, skills, experience, and professional certifications along with obtaining appropriate technology that increases the department's capabilities, productivity and efficiency,
- use third-party resources (i.e. co-sourcing) as appropriate to supplement the department's efforts, and
- establish a quality assurance improvement program of internal auditing activities as defined by the Institute of Internal Auditors for the department. This program must include an external assessment conducted at least once every five (5) years. The external assessment report and any related improvement plans shall be presented to the board of trustees, with a copy provided to the Florida Board of Governors. In addition, a quality assurance program will be established specifically for investigations based on guidance from relevant standards.
- prepare an annual report summarizing the activities of the department for the preceding fiscal year, the office's plans and resource requirements, including significant changes, and the impact of resource limitations for distribution to the president, board of trustees and Florida Board of Governors.
- report on a routine basis (through written or verbal means) to the audit and

compliance committee and/or the full board of trustees on matters including significant risk exposures, control issues, fraud risks, governance issues and other matters as requested by the president and/or the board of trustees.

F. Professional Standards

University Audit adheres to the Code of Ethics and the *International Standards for the Professional Practice of Internal Auditing* adopted by The Institute of Internal Auditors along with the Information Systems Auditing Standards published by ISACA. For investigation activities, University Audit will conform to standards found in the *Principles and Standards for Offices of Inspector General* published by the Association of Inspector General and professional standards issued for the State University System of Florida entitled *Standards for Compliant Handling and Investigations for the State University System of Florida*.

In addition, this charter will be reviewed and approved at least every three (3) years for consistency with applicable Florida Board of Governors and university regulations, professional standards, and industry best practices.

Approved by the UCF Board of Trustees Audit and Compliance Committee January 13, 2017



Board of Trustees
February 24, 2023

AUD-4: Audit and Compliance Committee Charter

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Audit and Compliance Committee charter has been updated for consistency with the UCF Board Committee charter templates.

Background Information:

The attached charter requires an annual review by the Audit and Compliance Committee.

Section H

- *Review the Committee’s charter annually and update as necessary.*
- *Ensure that any changes to the charter are discussed with the Board and reapproved.*

The Committee’s charter was last reviewed in February 2022 and the committee determined that no further review or updates were needed. The charter was last revised in February 2020.

Recommended Action:

Approve amendments to the Audit and Compliance Committee charter.

Alternatives to Decision:

Decline to approve and elect to maintain the charter’s current language or propose revisions.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

UCF Audit and Compliance Committee Charter and Board of Governors Regulation 4.003 State University System Compliance and Ethics Programs.

Contract Reviewed/Approved by General Counsel N/A

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

Submitted by:

Rhonda L. Bishop, Vice President, Compliance, Ethics, and Risk
Robert Taft, Chief Audit Executive



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Audit and Compliance Committee Charter (Redline)

Attachment B: Audit and Compliance Committee Charter (Clean Copy)

Facilitators/Presenters:

Rhonda L. Bishop

Robert Taft

**AUDIT and COMPLIANCE Committee Charter****4. Purpose/PURPOSE**

The Audit and Compliance Committee (“Committee”) is appointed by the University of Central Florida Board of Trustees (“Board”) and assists the Board in discharging its oversight responsibilities. The committee oversees the following for the University of Central Florida (“University”) and its direct support organizations (“DSO”):

- internal control structure,
- independence and performance of internal and external audits and corrective actions plans,
- integrity of information technology infrastructure, security, and data governance,
- independence and effectiveness of the compliance and ethics program,
- compliance with applicable laws and regulations,
- standards for ethical conduct,
- risk identification and mitigation,
- and internal investigation processes.

6. Roles and responsibilities/ROLES AND RESPONSIBILITIES

With regard to each topic listed below, the Committee will:

A. Internal Controls and Financial Statements

- Evaluate the overall effectiveness of the internal control framework by reviewing audit reports and open audit issue status updates and investigation memorandum to determine if recommendations made by the internal and external auditors have been implemented by management.
- Make inquiries of management and the external auditors concerning the effectiveness of the University’s system of internal controls.
- Determine whether the external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles.
- Review management’s written responses to significant findings and recommendations of the auditors, including the timetable to correct weaknesses in the internal control system.
- Review the adequacy of accounting, management, and financial processes of the University and its DSOs.
- Review the financial reporting process implemented by management of the University and its DSOs.
- Review University and DSO management processes for ensuring the transparency of the financial statements and the completeness and clarity of the disclosures.

B. External Audit

- Receive and review audits by the State of Florida Auditor General.
- Receive and review audits of the direct support organizations and component units.
- Review and contract with external auditors for special audits or reviews related to the University's affairs and report the results of any such special projects to the Board.

C. Internal Audit

- Review the independence, qualifications, activities, performance, resources, and structure of the internal audit function and ensure no unjustified restrictions or limitations are made.
- Review the effectiveness of the internal audit function and ensure that it has appropriate standing within the University.
- Ensure that significant findings and recommendations made by the internal auditors and management's proposed response are received, discussed, and appropriately dispositioned.
- Review the proposed internal audit plan for the coming year or the multi-year plan and ensure that it addresses key areas of risk based on risk assessment procedures performed by Audit in consultation with management and the Committee.
- Obtain reports or notification concerning financial fraud resulting in losses in excess of \$10,000 or involving a member of senior management.

D. Data Integrity

- Review the adequacy of the university's information technology management methodology with regards to internal controls, including applications, systems, and infrastructure.
- Review the adequacy of the university's data management policies and procedures to ensure data security and data integrity in institutional reporting.

E. Compliance and Ethics Program

- Review and approve the Compliance Program Plan and any subsequent changes.
- Review the independence, qualifications, activities, resources, and structure of the compliance and ethics function and ensure no unjustified restrictions or limitations are made.
- Review the effectiveness of the compliance and ethics program in preventing or detecting noncompliance, unethical behavior, and criminal misconduct and ensure that it has appropriate standing and visibility across the University.

- Ensure that significant findings and recommendations made by the vice president for compliance and risk are received, discussed, and appropriately dispositioned.
- Ensure that procedures for reporting misconduct, or ethical and criminal violations are well publicized and administered and include a mechanism that allows for anonymity or confidentiality, whereby members of the university community may report or seek guidance without the fear of retaliation.
- Review the effectiveness of the system for monitoring compliance with laws and regulations and management's investigation and follow-up (including disciplinary action) of any wrongful acts or non-compliance.
- Review the proposed compliance and ethics work plan for the coming year and ensure that it addresses key areas of risk and includes elements of an effective program as defined by Chapter 8 of the Federal Sentencing Guidelines.
- Obtain regular updates from the vice president for compliance and risk regarding compliance and ethics matters that may have a material impact on the organization's financial statements or compliance policies.
- Review the findings of any examinations or investigations by regulatory bodies.
- Review the University and DSO conflict of interest policies to ensure that: 1) the term "conflict of interest" is clearly defined, 2) guidelines are comprehensive, 3) annual signoff is required, and 4) potential conflicts are adequately resolved and documented.

F. Enterprise Risk and Insurance Program

- Review and approve the University's enterprise risk policy to include approval of the University's risk appetite and tolerance
- Oversee the identification, assessment, and mitigation of the University's enterprise risks and opportunities
- Obtain an annual update on the University's enterprise risk universe
- Obtain regular updates from the vice president for compliance and risk regarding critical risk matters that may materially impact the organization's financial position, operations, and / or reputation
- Gain and maintain reasonable assurance that the University's insurance strategy appropriately protects University assets

G. Reporting Responsibilities

- Regularly update the Board about its activities and make appropriate recommendations.

- Ensure the Board is informed of matters that may cause significant financial, legal, reputational, or operational impact to the University or its DSOs.
- Receive a summary of findings from completed internal and external audits and the status of implementing related recommendations.
- Receive a summary of findings from completed reports related to the compliance, ethics, or risk programs.

H. Evaluating Performance

- Evaluate the Committee's own performance, both of individual members and collectively, on a periodic basis and communicate the results of this evaluation to the Board.
- ~~• Review the Committee's charter annually and update as necessary.~~
- ~~• Ensure that any changes to the charter are discussed with the Board and reapproved.~~

5. Authority**AUTHORITY**

The Board authorizes the Committee to:

- Perform activities within the scope of its charter.
- Have unrestricted access to management, faculty, and employees of the University and its DSOs, as well as to all their books, records, and facilities.
- Study or investigate any matter related to audit, compliance, risk, or related concerns such as potential fraud or conflicts of interest that the Committee deems appropriate.
- Engage independent counsel and other advisers as it deems necessary to discharge its duties.
- Provide oversight and direction of the internal auditing function, of external auditors, and of engagements with state auditors.
- Provide oversight and direction of the institutional compliance, ethics, and enterprise risk management and insurance programs, and be knowledgeable of the program with respect to its implementation and effectiveness.
- Perform other duties as assigned by the Board.

REPORTING RESPONSIBILITIES

- The Committee Chair will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.



2. Membership MEMBERSHIP

- The Committee will consist of at least three members of the Board of Trustees.
- Members will be independent and objective in the discharge of their responsibilities and free of any financial, family, or other material personal relationship that would impair their independence from management and the University.
- The Chair of the Board will appoint the chair, vice chair, and additional members of the Committee. Members will serve on the Committee until their departure from the Board, resignation, or replacement by the Chair of the Board.

3. Experience and Education

- Members of the Committee should have professional experience and expertise in at least one of the following fields: post-secondary education, non-profit administration, law, banking, insurance and financial services, finance, accounting, financial reporting, auditing, risk management, or information technology.
- The committee may direct the University and outside resources to provide the Committee with educational resources relating to the Committee in maintaining and enhancing an appropriate level of financial and compliance literacy.

4. Meetings MEETINGS AND MINUTES

- The Committee will meet as needed to address matters on its agenda, but not less frequently than three times each year.
- A majority of the members of the Committee will constitute a quorum for the transaction of business. Action shall require a majority vote of Committee members present.
- Meeting agendas will be prepared jointly by the Committee Chair, the chief audit executive, and the vice president for compliance, ethics, and risk taking into account recommendations from Committee members. Meeting agendas and appropriate briefing materials will be provided in advance to Committee members.
- The Committee will maintain and post written minutes of its meetings in accordance with Florida Statute 1001.71.

STAFF

- The vice president for compliance, ethics, and risk and the chief audit executive will serve as primary liaisons to the Committee and delegate administrative responsibilities as necessary.
- The Committee may ask members of management or other individuals to provide pertinent information as necessary. In addition, the Committee may request special reports from

- University or DSO management on topics that may enhance its understanding of the university's activities and operations.
- In addition to scheduled meetings of the full Committee, the Committee Chair will meet with the chief audit executive and the vice president for compliance and risk on a regular basis or as needed.
- The Committee is subject to Florida's Government in the Sunshine Law, as set forth in Chapter 286, Florida Statutes. The Sunshine Law extends to all discussions and deliberations as well as any formal action taken by the Committee.

CHARTER REVIEW

- The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.

~~5. Authority~~

~~The Board authorizes the Committee to:~~

- ~~• Perform activities within the scope of its charter.~~
- ~~• Have unrestricted access to management, faculty, and employees of the University and its DSOs, as well as to all their books, records, and facilities.~~
- ~~• Study or investigate any matter related to audit, compliance, risk, or related concerns such as potential fraud or conflicts of interest that the Committee deems appropriate.~~
- ~~• Engage independent counsel and other advisers as it deems necessary to discharge its duties.~~
- ~~• Provide oversight and direction of the internal auditing function, of external auditors, and of engagements with state auditors.~~
- ~~• Provide oversight and direction of the institutional compliance, ethics, and enterprise risk management and insurance programs, and be knowledgeable of the program with respect to its implementation and effectiveness.~~
- ~~• Perform other duties as assigned by the Board.~~

~~6. Roles and responsibilities~~

~~With regard to each topic listed below, the Committee will:~~

~~A. Internal Controls and Financial Statements~~

- ~~• Evaluate the overall effectiveness of the internal control framework by reviewing audit reports and open audit issue status updates and investigation memorandum to determine if recommendations made by the internal and external auditors have been implemented by management.~~
- ~~• Make inquiries of management and the external auditors concerning the effectiveness of the University's system of internal controls.~~
- ~~• Determine whether the external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles.~~
- ~~• Review management's written responses to significant findings and recommendations of the auditors, including the timetable to correct weaknesses in the internal control system.~~
- ~~• Review the adequacy of accounting, management, and financial processes of the University and its DSOs.~~
- ~~• Review the financial reporting process implemented by management of the University and its DSOs.~~
- ~~• Review University and DSO management processes for ensuring the transparency of the financial statements and the completeness and clarity of the disclosures.~~

~~B.A. External Audit~~

- ~~• Receive and review audits by the State of Florida Auditor General.~~
- ~~• Receive and review audits of the direct support organizations and component units.~~
- ~~• Review and contract with external auditors for special audits or reviews related to the University's affairs and report the results of any such special projects to the Board.~~

~~C.A. Internal Audit~~

- ~~• Review the independence, qualifications, activities, performance, resources, and structure of the internal audit function and ensure no unjustified restrictions or limitations are made.~~
- ~~• Review the effectiveness of the internal audit function and ensure that it has appropriate standing within the University.~~
- ~~• Ensure that significant findings and recommendations made by the internal auditors and management's proposed response are received, discussed, and appropriately dispositioned.~~

~~• Review the proposed internal audit plan for the coming year or the multi-year plan and ensure that it addresses key areas of risk based on risk assessment procedures performed by Audit in consultation with management and the Committee.~~

- ~~• Obtain reports or notification concerning financial fraud resulting in losses in excess of \$10,000 or involving a member of senior management.~~

~~D.A. Data Integrity~~

- ~~• Review the adequacy of the university's information technology management methodology with regards to internal controls, including applications, systems, and infrastructure.~~
- ~~• Review the adequacy of the university's data management policies and procedures to ensure data security and data integrity in institutional reporting.~~

~~E.A. Compliance and Ethics Program~~

- ~~• Review and approve the Compliance Program Plan and any subsequent changes.~~
- ~~• Review the independence, qualifications, activities, resources, and structure of the compliance and ethics function and ensure no unjustified restrictions or limitations are made.~~
- ~~• Review the effectiveness of the compliance and ethics program in preventing or detecting noncompliance, unethical behavior, and criminal misconduct and ensure that it has appropriate standing and visibility across the University.~~
- ~~• Ensure that significant findings and recommendations made by the vice president for compliance and risk are received, discussed, and appropriately dispositioned.~~
- ~~• Ensure that procedures for reporting misconduct, or ethical and criminal violations are well publicized and administered and include a mechanism that allows for anonymity or confidentiality, whereby members of the university community may report or seek guidance without the fear of retaliation.~~
- ~~• Review the effectiveness of the system for monitoring compliance with laws and regulations and management's investigation and follow-up (including disciplinary action) of any wrongful acts or non-compliance.~~
- ~~• Review the proposed compliance and ethics work plan for the coming year and ensure that it addresses key areas of risk and includes elements of an effective program as defined by Chapter 8 of the Federal Sentencing Guidelines.~~
- ~~• Obtain regular updates from the vice president for compliance and risk regarding compliance and ethics matters that may have a material impact on the organization's financial statements or compliance policies.~~
- ~~• Review the findings of any examinations or investigations by regulatory bodies.~~

~~• Review the University and DSO conflict of interest policies to ensure that: 1) the term "conflict of interest" is clearly defined, 2) guidelines are comprehensive, 3) annual signoff is required, and 4) potential conflicts are adequately resolved and documented.~~

~~F. Enterprise Risk and Insurance Program~~

- ~~• Review and approve the University's enterprise risk policy to include approval of the University's risk appetite and tolerance~~
- ~~• Oversee the identification, assessment, and mitigation of the University's enterprise risks and opportunities~~
- ~~• Obtain an annual update on the University's enterprise risk universe~~
- ~~• Obtain regular updates from the vice president for compliance and risk regarding critical risk matters that may materially impact the organization's financial position, operations, and / or reputation~~
- ~~• Gain and maintain reasonable assurance that the University's insurance strategy appropriately protects University assets~~

~~G. Reporting Responsibilities~~

- ~~• Regularly update the Board about its activities and make appropriate recommendations.~~
- ~~• Ensure the Board is informed of matters that may cause significant financial, legal, reputational, or operational impact to the University or its DSOs.~~
- ~~• Receive a summary of findings from completed internal and external audits and the status of implementing related recommendations.~~
- ~~• Receive a summary of findings from completed reports related to the compliance, ethics, or risk programs.~~

~~H. Evaluating Performance~~

- ~~• Evaluate the Committee's own performance, both of individual members and collectively, on a periodic basis and communicate the results of this evaluation to the Board.~~
- ~~• Review the Committee's charter annually and update as necessary.~~
- ~~• Ensure that any changes to the charter are discussed with the Board and reapproved.~~

Approved by the UCF Board of Trustees February 20, 2020

AUDIT AND COMPLIANCE COMMITTEE**PURPOSE**

The Audit and Compliance Committee (“Committee”) is appointed by the University of Central Florida Board of Trustees (“Board”) and assists the Board in discharging its oversight responsibilities. The committee oversees the following for the University of Central Florida (“University”) and its direct support organizations (“DSO”):

- internal control structure,
- independence and performance of internal and external audits and corrective actions plans,
- integrity of information technology infrastructure, security, and data governance,
- independence and effectiveness of the compliance and ethics program,
- compliance with applicable laws and regulations,
- standards for ethical conduct,
- risk identification and mitigation,
- and internal investigation processes.

ROLES AND RESPONSIBILITIES

With regard to each topic listed below, the Committee will:

A. Internal Controls and Financial Statements

- Evaluate the overall effectiveness of the internal control framework by reviewing audit reports and open audit issue status updates and investigation memorandum to determine if recommendations made by the internal and external auditors have been implemented by management.
- Make inquiries of management and the external auditors concerning the effectiveness of the University’s system of internal controls.
- Determine whether the external auditors are satisfied with the disclosure and content of the financial statements, including the nature and extent of any significant changes in accounting principles.
- Review management’s written responses to significant findings and recommendations of the auditors, including the timetable to correct weaknesses in the internal control system.
- Review the adequacy of accounting, management, and financial processes of the University and its DSOs.
- Review the financial reporting process implemented by management of the University and its DSOs.
- Review University and DSO management processes for ensuring the transparency of the financial statements and the completeness and clarity of the disclosures.

B. External Audit

- Receive and review audits by the State of Florida Auditor General.
- Receive and review audits of the direct support organizations and component units.
- Review and contract with external auditors for special audits or reviews related to the University's affairs and report the results of any such special projects to the Board.

C. Internal Audit

- Review the independence, qualifications, activities, performance, resources, and structure of the internal audit function and ensure no unjustified restrictions or limitations are made.
- Review the effectiveness of the internal audit function and ensure that it has appropriate standing within the University.
- Ensure that significant findings and recommendations made by the internal auditors and management's proposed response are received, discussed, and appropriately dispositioned.
- Review the proposed internal audit plan for the coming year or the multi-year plan and ensure that it addresses key areas of risk based on risk assessment procedures performed by Audit in consultation with management and the Committee.
- Obtain reports or notification concerning financial fraud resulting in losses in excess of \$10,000 or involving a member of senior management.

D. Data Integrity

- Review the adequacy of the university's information technology management methodology with regards to internal controls, including applications, systems, and infrastructure.
- Review the adequacy of the university's data management policies and procedures to ensure data security and data integrity in institutional reporting.

E. Compliance and Ethics Program

- Review and approve the Compliance Program Plan and any subsequent changes.
- Review the independence, qualifications, activities, resources, and structure of the compliance and ethics function and ensure no unjustified restrictions or limitations are made.
- Review the effectiveness of the compliance and ethics program in preventing or detecting noncompliance, unethical behavior, and criminal misconduct and ensure that it has appropriate standing and visibility across the University.

- Ensure that significant findings and recommendations made by the vice president for compliance and risk are received, discussed, and appropriately dispositioned.
- Ensure that procedures for reporting misconduct, or ethical and criminal violations are well publicized and administered and include a mechanism that allows for anonymity or confidentiality, whereby members of the university community may report or seek guidance without the fear of retaliation.
- Review the effectiveness of the system for monitoring compliance with laws and regulations and management's investigation and follow-up (including disciplinary action) of any wrongful acts or non-compliance.
- Review the proposed compliance and ethics work plan for the coming year and ensure that it addresses key areas of risk and includes elements of an effective program as defined by Chapter 8 of the Federal Sentencing Guidelines.
- Obtain regular updates from the vice president for compliance and risk regarding compliance and ethics matters that may have a material impact on the organization's financial statements or compliance policies.
- Review the findings of any examinations or investigations by regulatory bodies.
- Review the University and DSO conflict of interest policies to ensure that: 1) the term "conflict of interest" is clearly defined, 2) guidelines are comprehensive, 3) annual signoff is required, and 4) potential conflicts are adequately resolved and documented.

F. Enterprise Risk and Insurance Program

- Review and approve the University's enterprise risk policy to include approval of the University's risk appetite and tolerance
- Oversee the identification, assessment, and mitigation of the University's enterprise risks and opportunities
- Obtain an annual update on the University's enterprise risk universe
- Obtain regular updates from the vice president for compliance and risk regarding critical risk matters that may materially impact the organization's financial position, operations, and / or reputation
- Gain and maintain reasonable assurance that the University's insurance strategy appropriately protects University assets

G. Reporting Responsibilities

- Regularly update the Board about its activities and make appropriate recommendations.

- Ensure the Board is informed of matters that may cause significant financial, legal, reputational, or operational impact to the University or its DSOs.
- Receive a summary of findings from completed internal and external audits and the status of implementing related recommendations.
- Receive a summary of findings from completed reports related to the compliance, ethics, or risk programs.

H. Evaluating Performance

- Evaluate the Committee's own performance, both of individual members and collectively, on a periodic basis and communicate the results of this evaluation to the Board.

AUTHORITY

The Board authorizes the Committee to:

- Perform activities within the scope of its charter.
- Have unrestricted access to management, faculty, and employees of the University and its DSOs, as well as to all their books, records, and facilities.
- Study or investigate any matter related to audit, compliance, risk, or related concerns such as potential fraud or conflicts of interest that the Committee deems appropriate.
- Engage independent counsel and other advisers as it deems necessary to discharge its duties.
- Provide oversight and direction of the internal auditing function, of external auditors, and of engagements with state auditors.
- Provide oversight and direction of the institutional compliance, ethics, and enterprise risk management and insurance programs, and be knowledgeable of the program with respect to its implementation and effectiveness.
- Perform other duties as assigned by the Board.

REPORTING RESPONSIBILITIES

- The Committee Chair will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.

MEMBERSHIP

- The Committee will consist of at least three members of the Board of Trustees.

- Members will be independent and objective in the discharge of their responsibilities and free of any financial, family, or other material personal relationship that would impair their independence from management and the University.
- The Chair of the Board will appoint the chair, vice chair, and additional members of the Committee. Members will serve on the Committee until their departure from the Board, resignation, or replacement by the Chair of the Board.
- Members of the Committee should have professional experience and expertise in at least one of the following fields: post-secondary education, non-profit administration, law, banking, insurance and financial services, finance, accounting, financial reporting, auditing, risk management, or information technology.
- The committee may direct the University and outside resources to provide the Committee with educational resources relating to the Committee in maintaining and enhancing an appropriate level of financial and compliance literacy.

MEETINGS AND MINUTES

- The Committee will meet as needed to address matters on its agenda, but not less frequently than three times each year.
- A majority of the members of the Committee will constitute a quorum for the transaction of business. Action shall require a majority vote of Committee members present.
- Meeting agendas will be prepared jointly by the Committee Chair, the chief audit executive, and the vice president for compliance, ethics, and risk taking into account recommendations from Committee members. Meeting agendas and appropriate briefing materials will be provided in advance to Committee members.
- The Committee will maintain and post written minutes of its meetings in accordance with Florida Statute 1001.71.

STAFF

- The vice president for compliance, ethics, and risk and the chief audit executive will serve as primary liaisons to the Committee and delegate administrative responsibilities as necessary.
- The Committee may ask members of management or other individuals to provide pertinent information as necessary. In addition, the Committee may request special reports from
- University or DSO management on topics that may enhance its understanding of the university's activities and operations.



- In addition to scheduled meetings of the full Committee, the Committee Chair will meet with the chief audit executive and the vice president for compliance and risk on a regular basis or as needed.
- The Committee is subject to Florida's Government in the Sunshine Law, as set forth in Chapter 286, Florida Statutes. The Sunshine Law extends to all discussions and deliberations as well as any formal action taken by the Committee.

CHARTER REVIEW

- The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.

Approved by the UCF Board of Trustees February 20, 2020



Board of Trustees
February 24, 2023

BUD-1: Operating Budgets for Auxiliary Facilities with Bonded Debt

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Board of Governors’ Regulation 9.008 *University Auxiliary Facilities with Outstanding Revenue Bonds* provides guidance to universities for auxiliary facilities with outstanding revenue bonds. Certain outstanding state university system bond issues for auxiliary facilities have covenants that state: “The Board of Governors shall annually, at least ninety (90) days preceding the beginning of each fiscal year, prepare a detailed budget providing reasonable estimates of the current revenues and expenses of the university during the succeeding fiscal year and setting forth the amount to be deposited in the Maintenance and Equipment Reserve Fund (reserves). The budget shall be adopted by the Board of Governors and shall not be changed during the fiscal year except by the same procedure by which it was adopted.” The university currently has outstanding revenue bonds for both its Parking and Housing auxiliaries.

Parking:

Proposed Parking budget demonstrates net operating income of \$2.3 million. Operating revenue is expected to remain consistent with 2022-23 estimates. The 2023-24 operating expenditure budget increased \$3.2 million over 2022-23 estimates, primarily due to an increase in lot resurfacing of \$500 thousand, a \$1 million budget reserve for spending authority, \$480 thousand for staffing vacancies, and \$1.2 million in other expenditures. The \$1 million budget reserve is consistent with prior years and is less than 4% of total expenditures.

Non-operating expenditures of \$4.8 million consists of capital projects including \$2 million for the design and study of a Lake Nona Campus parking structure, \$1.5 million for a garage elevator project, \$500 thousand for a parking garage restoration, and \$750 thousand for license plate recognition and security cameras in garages. These projects will be funded from existing cash balances.

The proposed budget satisfies bond covenant requirements for debt coverage ratio and sufficient funding of required reserves.

Housing:

Proposed Housing budget demonstrates net operating income of \$9.1 million. Operating revenue is expected to remain consistent with the 2022-23 estimates, with a slight decrease due to unusually high occupancy rates in 2022-23. The 2023-24 operating expenditure budget increased \$1.4 million, primarily due to vacant positions being filled and repairs and maintenance.



Non-operating expenditures of \$8.0 million consists of capital projects including fire alarm replacements, HVAC replacements, and wireless internet upgrades. These projects will be funded from existing cash balances.

The proposed budget satisfies bond covenant requirements for debt coverage ratio.

Background Information:

Board of Governors’ Regulation 9.007 *State University Operating Budgets and Requests Auxiliary Enterprises* provides guidance on budgeting for all auxiliaries. Auxiliary enterprises include those activities that are not instructional in nature but support the operation of the university. The auxiliaries must generate adequate revenue to cover expenses and allow for future renovations and building or equipment replacement, if applicable. The use of certain auxiliary revenues are restricted by either state statute, Board of Governors’ regulations, and/or bond covenants. For both Parking and Housing debt the reserve requirements for repair and replacement indicate that a balance totaling 30% of pledged revenues must be maintained. Housing and Parking Services restrictions will become unrestricted upon payoff of all bonded debt.

The attached budget proposals were developed using requests from the individual departments and an analysis of expected revenue and expenditures with a comparison to projected and actual amounts from the prior year. Fiscal year 2022-23 estimates were prepared using updated assumptions and estimates based on information available through December 31, 2022.

Recommended Action:

Approve the fiscal year 2023-24 Budget for Auxiliaries Facilities with Bonded Debt.

Alternatives to Decision:

Recommend to modify or change the proposed budgets for fiscal year 2023-24.

Fiscal Impact and Source of Funding:

These auxiliary enterprises generate sufficient revenues to cover their own expenses and maintain adequate cash reserves to satisfy bond covenants.

Authority for Board of Trustees Action:

Per the Board of Governors amended regulation 9.008 University Auxiliary Facilities with Outstanding Revenue Bonds, the operating budget for these facilities is required to be approved by the university’s Board of Trustees prior to its submission to the Board of Governors in February.

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: 2023-24 Proposed Auxiliary Facilities Operating Budgets - Parking Services

Attachment B: 2023-24 Proposed Auxiliary Facilities Operating Budgets - Housing Operations.

Facilitators/Presenters:

Gerald Hector

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

Attachment A

University of Central Florida 2023-24 Proposed Auxiliary Facilities Operating Budget Parking

	2022-23 Estimate	2023-24 Proposed Budget	Increase (Decrease)
Beginning Operating Cash	\$ 26,017,538	\$ 28,364,847	\$ 2,347,309
Operating Revenue			
Student Fees - Transportation	14,501,660	14,799,035	297,375
Decal Sales	4,830,252	4,830,500	248
Meters and Daily Permits	945,985	946,200	215
Fines and Citations	1,044,890	1,045,000	110
Other Revenue	220,658	240,100	19,442
Total Operating Revenue	21,543,446	21,860,835	317,389
Operating Expenditures			
Salaries and Benefits ¹	1,274,837	1,753,822	478,985
Other Personal Services	477,757	485,202	7,445
Repairs and Maintenance ²	1,345,386	2,184,400	839,014
Utilities	390,639	417,800	27,161
Operating Expense ³	11,007,242	12,664,500	1,657,258
Auxiliary Overhead ⁴	1,734,066	2,072,800	338,734
Operating Capital Outlay ⁵	112,065	-	(112,065)
Total Operating Expenditures	16,341,992	19,578,524	3,236,531
Net Increase (Decrease) from Operations	5,201,453	2,282,311	(2,919,142)
Debt Service	2,334,350	2,335,700	(1,350)
Nonoperating Revenue (Expenses)			
Capital Projects ⁶	(519,795)	(4,750,000)	4,230,205
Interest and Investment Earnings ⁷	1,000,000	1,000,000	-
Interest and Investment Tsfr to Central ⁷	(1,000,000)	(1,000,000)	-
HEERF Lost Revenue	-	-	-
Replacement Reserve ⁸	-	-	-
Total Nonoperating Revenue (Expenses)	(519,795)	(4,750,000)	4,230,205
Total Ending Net Income (Loss)	2,347,309	(4,803,389)	(7,150,697)
Ending Operating Cash	\$ 28,364,847	\$ 23,561,458	\$ (4,803,389)
Beginning Replacement Reserves	\$ 6,883,307	\$ 6,883,307	\$ -
Plus: Transfers In	-	-	-
Less: Transfers Out	-	-	-
Ending replacement reserves	\$ 6,883,307	\$ 6,883,307	\$ -

¹ The 2023-24 budget includes filling four vacant USPS positions and a Director of Parking Services.

² The 2022-23 estimate includes \$1M for lot resurfacing. 2023-24 budget includes \$1.5M for lot resurfacing and \$360K (2.5% of student transportation fee revenue) reserved for funding of roadway repairs/maintenance.

³ 2023-24 accounts for a rate increase of 4% for shuttle services per contract (\$325K increase), and \$250K for landscaping surrounding parking areas and bus loops. It also includes a \$1M budget reserve for spending authority. The \$1 million budget reserve is consistent with prior years and is less 4% of total expenditures.

⁴ 2022-23 auxiliary overhead is based on 9% of 2020-21 revenues, and 2023-24 is based on 9% of 2021-22 revenues.

⁵ 2022-23 operating capital outlay includes three enforcement vehicle purchases and license plate recognition (LPR) cameras on enforcement vehicles.

⁶ 2022-23 capital projects includes a parking garage restoration. 2023-24 includes a \$500K parking garage restoration, \$750K for static license plate recognition (LPR) cameras at parking garage entrances and security cameras, \$1.5M for a garage elevator project, and \$2M for the design and study of a Lake Nona Campus parking structure.

⁷ Investment earnings are transferred back to the university to fund other initiatives.

⁸ Funds equal to 30% of gross operating revenue must be maintained in R&R reserves. Currently the projected R&R reserves exceed this requirement and no transfers are anticipated.

Attachment B

University of Central Florida 2021-22 Proposed Auxiliary Facilities Operating Budget UCF Owned Housing¹

	2022-23 Estimate	2023-2024 Proposed Budget	Variance Favorable (Unfavorable)
Beginning Operating Cash	\$ 14,415,812	\$ 14,411,763	\$ (4,049)
Operating Revenue			
Rental Revenue ²			
Fall	13,083,057	12,757,000	(326,057)
Spring	12,991,794	12,757,000	(234,794)
Summer	1,900,000	2,100,000	200,000
Other Income ³	1,716,750	1,635,000	(81,750)
Total Operating Revenue	29,691,601	29,249,000	(442,601)
Operating Expenditures			
Salaries and Benefits ⁴	7,210,084	7,746,666	536,582
Other Personal Services (OPS) ⁵	1,435,768	1,555,210	119,442
Repairs and Maintenance	1,561,579	2,013,926	452,347
Utilities	3,900,000	3,972,467	72,467
Operating Expense	1,909,792	1,976,312	66,520
Auxiliary Overhead	2,645,557	2,779,181	133,624
Operating Capital Outlay	100,000	100,000	-
Total Operating Expenditures	18,762,780	20,143,762	1,380,982
Net Increase (Decrease) from Operations	10,928,821	9,105,238	(1,823,583)
Debt Service⁶	6,404,913	6,400,913	(4,000)
Nonoperating Revenue (Expenses)			
Transfers To - SDES and UCFIT	(935,000)	(935,000)	-
Transfers To - Construction ⁷	(3,504,000)	(7,067,000)	(3,563,000)
Interest and Investment Earnings ⁸	525,000	525,000	-
Interest and Investment Tsfr to Central ⁸	(525,000)	(525,000)	-
Replacement Reserve	(88,957)	-	88,957
Total Nonoperating Revenue (Expenses)	(4,527,957)	(8,002,000)	(3,474,043)
Net Ending Net Income (Loss)	(4,049)	(5,297,675)	(5,293,626)
Ending Operating Cash	\$ 14,411,763	\$ 9,114,088	\$ (5,297,675)
Beginning Replacement Reserves	\$ 8,818,523	\$ 8,907,480	\$ 88,957
Plus: Transfers In	88,957	-	(88,957)
Less: Transfers Out	-	-	-
Ending Replacement reserves	\$ 8,907,480	\$ 8,907,480	\$ -

¹ UCF Owned facilities include 4,608 beds in Apollo, Libra, Nike, Hercules, Neptune, and Lake Claire communities, along with 4 Greek homes.

² Rental income projections for fiscal year 2023-24 are based on 98% fall and spring occupancy projections.

³ Other income is projected to remain constant in fiscal year 2023-24.

⁴ Salaries and Benefits for fiscal year 2023-24 are projected to increase as some vacancies are filled.

⁵ Other Personnel Expenses are estimated to increase due to the Florida minimum wage rate increasing from \$11.00 to \$12.00 per hour (9.00%).

⁶ Debt service is scheduled in accordance with the amortization schedule for the existing bonds.

Housing Transfers - Construction Transfers	2022-23 Estimate	2023-24 Proposed Budget
Replacement of fire alarm systems in Nike 106 and 107		980,000
Replacement of fire alarm systems in Osceola Hall	517,000	
Replacement of fire Alarm - Academic Village 104-105	980,000	
Replacement of fire alarm system in Polk Hall		517,000
Replacement of roof - Brevard Hall	230,000	
Replacement of mechanical room doors - Apollo Community	92,000	
Replacement of energy wheel - Sumter Hall	650,000	
Replacement of HVAC units - Nike 101	1,035,000	
Replacement of Orange Hall roof		345,000
Replacement of HVAC in Nike 103		1,250,000
Replacement of energy wheel in Flagler Hall		700,000
Upgrade wireless internet		1,150,000
Exterior painting Nike 101-103		675,000
Renovation of stairwells in Orange Hall		650,000
Fresh air induction in Orange Hall		800,000
Total Construction Transfers	3,504,000	7,067,000

⁸ Investment earnings are transferred back to the university to fund other initiatives.



Board of Trustees
February 24, 2023

GOV-3: Board Self-Assessment Process

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

As outlined in the UCF Board of Trustees Statement on Board Self-Assessment, the Governance Committee will lead a bi-annual board self-assessment process. This process commences in the fall with a review of the draft self-assessment tool and subsequent discussion. Approval of self-assessment tool occurs during the first regular meeting of the calendar year and is administered electronically prior to the Board’s spring retreat.

The timeline and draft Board Self-Assessment Survey were presented to the committee for feedback at the November 16, 2022 Governance Committee Meeting. No additional feedback was received.

Background Information:

The UCF Board of Trustees Statement on Board Self-Assessment was approved by the Board on June 18, 2020.

As noted in the Statement on Board Self-Assessment, a high-functioning board is composed of members who make service to the institution and its effectiveness in fulfilling its public mission their top priority. Willingness to engage in a regular Board self-assessment is a sign of commitment to this fiduciary standard.

Additionally, section 4 of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Principles of Accreditation requires governing boards to define and regularly evaluate their responsibilities and expectations as a Board.

The Statement on Board Self-Assessment grants the Governance Committee the responsibility of engaging in a comprehensive Board self-assessment process every two-years. The Board Office will administer the electronic survey and collect the result, distributing the results to the Board and the President prior to the Board’s spring retreat.



The board self-assessment timeline is presented as follows:

November 16, 2022	Governance Committee Meeting: Review draft Board Self-Assessment Survey
February 23, 2023	Governance Committee Meeting: Approve final Board Self-Assessment Survey
March 1 – March 31, 2023	Survey is administered
April 2023	Results analyzed; briefings with President, Chair, and Vice Chair
May 18, 2023	Presentation and trustee discussion at the spring BOT Retreat

Recommended Action:

Approval of the Board Self-Assessment Survey.

Alternatives to Decision:

Decline to approve the Board Self-Assessment Survey.
Request revision to the Board Self-Assessment Survey.

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Governance Committee Charter, Section 3.6

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:

Lauren Ferguson, Assistant Vice President, Board Relations

Supporting Documentation:

- Attachment A: UCF Board of Trustees Statement on Board Self-Assessment
- Attachment B: Final Board Self-Assessment Survey
- Attachment C: Self-Assessment Presentation

Facilitator:

Michael Okaty, Chair, Governance Committee
Lauren Ferguson



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees Statement on Board Self-Assessment

This Statement on Board Self-Assessment provides a framework and timeline for administering a Board self-assessment survey, sharing the results, and implementing action items based on the Board's direction.

Purpose

According to the Association of Governing Boards (AGB), a high-functioning board is composed of members who make service to the institution and its effectiveness in fulfilling its public mission their top priority. Willingness to engage in a regular Board self-assessment is a sign of commitment to this fiduciary standard.

Additionally, Section 4 of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Principles of Accreditation requires governing boards to define and regularly evaluate their responsibilities and expectations as a Board.

Timeline and Presentation of Results

Led by the Governance Committee, every two years the Board will engage in a comprehensive, Board self-assessment process. This process will commence in the fall, beginning with a discussion and approval of an electronic survey to be administered prior to the Board's spring retreat. The Board Office, in consultation with the president and Board chair, will administer the electronic survey and collect the results. The results will be distributed to the Board and president prior to the Board's spring retreat.

Implementation of Action Items

The Board Office, in coordination with the president and Board chair, will be responsible for the coordination and assurance that implementation of action items determined as an outcome of the assessment process are executed and tracked for appropriate follow-up.

The UCF Board of Trustees is committed to practicing good governance and hereby accepts this statement as part of its role as a public higher education governing board.

Approved by the Board of Trustees on June 18, 2020

Please indicate the degree to which you agree or disagree with the Board's understanding of the the needs, concerns, and perspectives of the following groups:

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	I am Unsure
Alumni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cabinet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donors & Friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The Role of the Board

I am informed of and understand my powers and duties as outlined in [Board of Governors Regulation 1.001](#) and the [UCF Board of Trustees Bylaws](#).

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree

The Board serves as an effective strategic partner to the administration by providing sound advice, offering new perspectives, lending support and by making connections.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

Board members come to each meeting prepared and ready to debate issues fully and openly.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

Board members receive appropriate training to allow them to discharge their responsibilities.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

The Board collectively adheres to the [Board Statement of Expectations](#).

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

There is open two-way communication between the Board and administration.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

I am Unsure

The Board and University administration well understand and operate within their respective roles and responsibilities.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

I am Unsure

Board Oversight and Relationship with the President

Board members have a clear understanding of their legal and fiduciary responsibilities and carry them out at the proper level of oversight.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

I am Unsure

The Board effectively participates in strategic planning, monitors financial, educational and administrative performance, sets appropriate performance goals and assesses achievement of those goals.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

I am Unsure

The Board effectively delegates responsibility for institutional management to the President and refrains from involvement in operational matters except as necessary to fulfill its fiduciary responsibilities.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

I am Unsure

The Board effectively ensures that institutional policies and processes are current, in legal compliance and properly implemented.

Strongly disagree

Somewhat disagree

Neither agree nor disagree

Somewhat agree

Strongly agree

I am Unsure

The Board evaluates the performance of the President of the University and has an appropriate mechanism for feedback.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

The Board promotes an environment where Board members feel engaged, respected, and empowered to raise issues for discussion.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

Board Meetings and Trustee Engagement

The Board's meeting agenda clearly reflects the institution's strategic priorities.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

The format of the **full Board** meeting agendas is conducive for the proper balance of oversight, problem solving, strategic discussion and continuing Board education.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

The **committee** meeting agendas are conducive for the proper balance of oversight, problem solving, strategic discussion and continuing Board education.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

The number of full Board meetings is appropriate to address the work of the UCF Board of Trustees.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree I am Unsure

My time is well utilized when participating in university engagements.

Strongly disagree Somewhat disagree Neither agree nor disagree Somewhat agree Strongly agree

Additional Feedback

What would you like to see the Board accomplish in the next two years?

What change or action would most improve the Board's performance?

What do you think the Board does well?

What are areas in which the Board could improve?

What are topics you would like to see the Board address during future meetings?

In what ways have you found your role as a board member rewarding?

Powered by Qualtrics



UCF Board of Trustees Self-Assessment

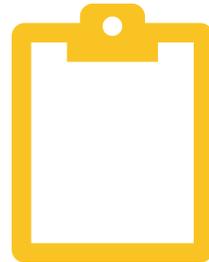
February 23, 2023

Presented by: Lauren Ferguson,
Assistant Vice President for Board Relations

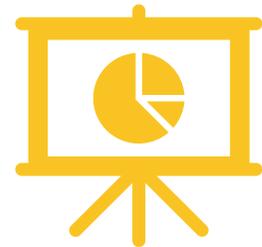
OVERVIEW



Timeline



Self-Assessment Tool



Results Delivery

TIMELINE

February 23-24, 2023

Self-Assessment Tool Considered

Governance Committee (2/23)

Board of Trustees (2/24)

February 27, 2023

Self-Assessment Window Opens

Board Office provides link to online self-assessment tool to Trustees.

March 31, 2023

Self-Assessment Window Closes

Reminders sent to Trustees from the Board Office leading up to self-assessment deadline.

May 18, 2023

Board Self-Assessment Results Delivered to BOT

Presented to Trustees at annual Board Retreat.

SELF-ASSESSMENT TOOL

Knowledge of the Institution

- Mission
- Strategic Plan
- Programs
- Academic Quality
- Stakeholders

The Role of the Board

- Powers and Duties
- Governance
- Meeting Preparation

Board Oversight and Relationship with the President

- Fiduciary Responsibility
- Compliance
- Delegation of Institutional Management

Board Meetings and Trustee Engagement

- Meeting Format and Agenda Setting
- Participation in University Engagements

Additional Feedback Opportunity

- Future Goals
- Board Performance
- Areas of Opportunity

RESULTS DELIVERY

- Trustee feedback will be aggregated and prepared for delivery.
- Repeating themes and noted areas of excellence and opportunity will be highlighted.
- Time for open discussion will be available as part of the **May 18, 2023, retreat.**

Questions?



Board of Trustees
February 24, 2023

GOV-4: Amendments to University Regulation UCF-2.032 Textbook Adoption

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This regulation establishes procedures to minimize the cost of textbooks and instructional materials to students, while maintaining the quality of instruction and academic freedom. New language has been added to paragraph (9) to include new specifications required by recent amendments to Florida Board of Governors Regulation 8.003 Textbook and Instructional Materials Affordability. To better reflect the scope of this regulation, it is also proposed that the title of the regulation be changed from "Textbook Adoption" to "Textbook and Instructional Materials Affordability and Adoption".

This regulation was posted online January 23, 2023, 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 Regulation UCF-2.032.

Alternatives to Decision:

Decline to approve proposed amendments to University Regulation UCF-2.032. Recommend 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



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-2.032

Facilitators/Presenters:

Youndy Cook

UCF 2.032 Textbook and Instructional Materials Affordability and Adoption

Pursuant to Florida Board of Governors Regulation 8.003, the University of Central Florida establishes the following procedures to minimize the cost of textbooks and instructional materials to students, while maintaining the quality of instruction and academic freedom, both of which are core values of the institution.

- (1) The term “instructional materials” means educational materials for use within a course which may be available in printed or digital format.
- (2) Selection of course materials appropriate to effectively achieve student learning outcomes is a faculty responsibility and, as much as possible, those choices should enable students to obtain the highest-quality products at the lowest available price. Institutional initiatives for accomplishing this goal may include:
 - (a) Purchasing digital textbooks in bulk;
 - (b) Expanding the use of open-access textbooks and instructional materials;
 - (c) Providing rental options for textbooks and instructional materials;
 - (d) Increasing the availability and use of affordable digital textbooks and learning objects;
 - (e) Developing mechanisms to assist in buying, renting, selling, and sharing textbooks and instructional materials;
 - (f) Determining the feasibility of extending the length of time that textbooks and instructional materials remain in use recognizing the variance in disciplinary demands and pace of currency changes;
 - (g) Evaluating the cost savings for textbooks and instructional materials, which may be realized by opt-in provisions for the purchase of materials; and
 - (h) The use of innovative pricing techniques and payment options for textbooks and instructional materials, which must include an opt-in provision for students and may be approved only if there is documented evidence that the options reduce the cost of the textbooks and instructional materials.
- (3) UCF’s internal textbook and instructional material adoption deadline shall be no later than 60 days prior to the first day of class for each term.
- (4) Textbook order forms will incorporate a declaration by the course instructor or academic department offering the course of:
 - (a) the intent to use all required items ordered, including each individual item sold as part of a bundled package; and,
 - (b) the extent to which a new edition differs significantly and substantively from earlier versions, if such are available in sufficient quantities; whether the significance warrants the adoption of a new edition; and whether or not an appropriate open-access textbook or instructional material option is available.
- (5) Determination of student ability to pay for textbooks or instructional materials will be made through standard student financial aid eligibility assessment.
- (6) Efforts to make required and recommended textbooks and instructional materials for each course offering available to students who cannot afford the cost of the textbooks will include the

consideration of the extent to which an open-access textbook or instructional material may be available for students' use.

(7) Students with confirmed financial aid eligibility may opt into an advance purchase program to buy textbooks or instructional materials up to the approved purchase limit at the designated campus bookstore or may apply for a short-term advance for textbook or instructional material purchases.

(8) Textbook or instructional material orders placed by the adoption deadline will be posted on the bookstore website at least 45 days prior to the first day of class for each term to meet the state deadline.

(9) The posted textbook or instructional material list shall include the following information for each required and recommended textbook or instructional material:

- (a) the International Standard Book Number (ISBN); or
- (b) other identifying information which shall include, at a minimum:
 - 1. title;
 - 2. all authors listed;
 - 3. publishers;
 - 4. edition number;
 - 5. copyright date;
 - 6. published date; and,
 - 7. other relevant information necessary to identify the specific textbook or instructional materials required and recommended for each course.
- (c) be searchable by the course subject, the course number, the course title, the name of the instructor of the course, the title of each assigned textbook or instructional material, and each author of an assigned textbook or instructional material.
- (d) be easily downloadable by current and prospective students.
- (e) for general education core courses identified pursuant to section 1007.25, Florida Statutes, the posting must also include course syllabus and contain the following:
 - 1. the course curriculum.
 - 2. the goals, objectives, and student expectations of the course.
 - 3. how student performance will be measured.

(10) A request for an exception to the textbook adoption deadlines shall be submitted in writing to the Office of Academic Affairs and shall provide a reasonable justification for the exception. For courses and sections added to the course listing after the 45-day state textbook or instructional material adoption deadline, no exemption is required.

(11) The University shall consult with dual enrollment partner schools to identify best practices that may reduce the cost of dual enrollment course textbooks and instructional materials.

(12) Requiring the use of a textbook or other instructional material written by the instructor of the course, by a relative of the instructor, or by a team of authors which includes the instructor where the author/instructor anticipates receiving royalties from books or materials purchased by students enrolled in her/his course is considered a conflict of interest. The author/instructor must report the use of his/her educational materials under these circumstances with the action taken to mitigate the conflict of interest created in the online Potential Outside Activity, Employment, and Conflict of Interest and Commitment Disclosure (AA-21). Mitigation actions include

offering the materials to UCF students at reduced or no cost or donating the royalties to a non-profit organization.

(13) An employee of a state university may not demand or receive any payment, loan, subscription, advance, deposit of money, service, or anything of value, present or promised, in exchange for requiring students to purchase a specific textbook or instructional material for coursework or instruction.

However, an employee may receive (subject to the requirements of the Florida Code of Ethics for Public Officers and Employees and the outside activity and conflict of interest requirements set forth in university regulations and collective bargaining agreements):

- (a) Sample copies, instructor copies, or instructional materials; these materials may not be sold for any type of compensation, especially if they are specifically marked as “free samples” or “not for resale;”
- (b) Royalties or other compensation from sales of textbooks or instructional materials that include the author/instructor’s own writing or work, subject to the limitations in paragraph (12) above;
- (c) Honoraria for academic peer review of course materials;
- (d) Fees associated with activities such as reviewing, critiquing, or preparing support materials for textbooks or instructional materials; and,
- (e) Training in the use of course materials and learning technologies.

Authority: BOG Regulations 1.001 and 8.003. History: New 8-24-09. Amended 8-27-15, 7-5-16, 8-20-20, _____-23.



Board of Trustees
February 24, 2023

GOV-5: Amendments to University Regulation UCF-2.040 Development, Approval, Termination, and Suspension of Degree Programs

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This regulation outlines the policies and procedures governing new degree development, as well as termination and suspension of degree programs. The proposed amendments to this regulation are to add language as required by Board of Governors Regulation 8.008 Nursing Education which was adopted in 2022. BOG Regulation 8.008 requires that any proposal by any State University System institution to suspend or terminate an existing master’s degree program in nursing be approved by the Board of Governors before any such suspension or termination occurs. To comply with this new regulation, language has been added to paragraph (7).

This regulation was posted online January 23, 2023, 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 Regulation UCF-2.040.

Alternatives to Decision:

Decline to approve proposed amendments to University Regulation UCF-2.040. Recommend 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



Board of Trustees

Agenda Memo

Submitted by:

Youndy Cook, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-2.040

Facilitators/Presenters:

Youndy Cook

UCF 2.040 Development, Approval, Termination, and Suspension of Degree Programs

- (1) All proposals for new degree programs, as well as all terminations of existing degree programs, shall be approved by the Board of Trustees in accordance with Board of Governors Regulation 8.011 and 8.012. The purpose of this Regulation is to outline the basic guidelines governing new degree development, as well as suspension and termination of degree programs, at the University of Central Florida. The core tenets that guide the process are:
 - (a) The faculty creates, approves, and modifies all curricula, including degree programs, as outlined in the faculty senate bylaws that charters the Undergraduate Council and the Graduate Council.
 - (b) The administration determines program alignment with the University Mission, University Strategic Plan, and the University Accountability Plan, as well as whether funding and funding priorities support approval of specific degree programs, given the resources needed to support those programs in a manner consistent with the University's status as an aspiring preeminent institution.
- (2) All formal new degree proposals are developed at the department level by UCF faculty members. The process for approving new degree programs utilizes a pre-proposal process that includes the Board of Governors Council of Academic Vice Presidents (CAVP) Academic Coordination Group (ACG).
 - (a) Early in the development process, the lead faculty author works with the Provost's Office and Graduate Studies, if appropriate, to prepare a CAVP Pre-Proposal for the Provost's approval.
 - (b) The CAVP Pre-Proposal is reviewed and approved following the guidelines provided by the Provost's Office. Approved pre-proposals are included in the University's annual accountability report submitted to the Board of Governors.
- (3) After review by the CAVP ACG, a full Proposal for New Program is completed in accordance with the common State University System (SUS) new degree proposal format and submitted through the process as outlined in Faculty Senate Bylaws.
- (4) Other Academic Curricular Offerings under Board of Governors Regulation 8.011(7), which include program minors, concentrations, areas of emphasis, tracks, and for-credit certificate programs, shall also follow the internal approval process, but are finalized at the Provost level.
- (5) After approval by the UCF Board of Trustees, degree proposals are submitted to the Board of Governors' Office for review and inclusion in the SUS Degree Inventory, at which time the new degree program is also placed in the UCF Degree Program Inventory, with the following additional processes required for specific types of programs:
 - (a) All doctoral degree programs must be reviewed by a qualified external consultant prior to consideration by the UCF Board of Trustees. The reviewer's report is advisory to the UCF Board of Trustees. After Board of Trustees approval, research doctorate and professional degrees are forwarded to the Board of Governors staff in preparation for review and approval at a formal Board of Governors meeting. Degrees at this level are placed on the appropriate degree inventories only after approval by the full Board of Governors.
 - (b) Bachelor's degree programs that are seeking specialized admission status or requesting waiver of the 120-credit hour limit, must also receive Board of

Governors approval, and are not placed in either the Board of Governors or the UCF degree inventory until such approval is received.

(6) Approval for new majors, tracks, and certificates under an existing approved program do not require the pre-proposal process. New majors must meet the definition outlined in BOG Regulation 8.011(2)(b) and must be “reasonably associated with the degree program under which it is offered and shall share common core courses with any other majors within the same degree program.” Approval for majors, track, and certificates do not require Board of Trustees or Board of Governors approval; however, a full proposal is submitted as outlined in paragraph (3) above.

(7) The process for terminating a UCF degree program mirrors that found in Board of Governors Regulation 8.012. The academic unit requesting termination prepares an “Academic Degree Program Termination Form” for review and approval as outlined in the Faculty Senate bylaws. ~~Terminating professional degrees, doctoral degrees, and master’s degrees in Nursing at the professional and doctoral levels are terminated only with requires~~ approval from the Board of Governors. All terminated programs require a teach-out plan, if students are enrolled in the program, in accordance with undergraduate and graduate policy as outlined in the termination form. The Provost Office will oversee the notification of the Florida College System as required in 8.012(1)(b)3.

(8) Temporary suspensions of UCF degree programs also follow the requirements set forth in Board of Governors Regulation 8.012 and require the unit to prepare a “Request for Temporary Suspension of New Enrollments in an Academic Degree Program” form. Programs may be suspended for up to 9 semesters. After that time, UCF must notify the Board of Governors’ office on the desired course of action for the program (e.g., formal termination, reinstatement, or request an extension of the suspension period).

Authority: Art. IX, Sec. 7, Fla. Constitution, BOG Regulations 8.004, 8.011, 8.012, 8.013, and 8.014. History: New 6-18-2020, 11-17-22, _____-23.



Board of Trustees
February 24, 2023

GOV-6: Amendments to University Regulation UCF-4.006 Trespass and Loitering

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This regulation sets forth the university’s procedures and requirements as related to trespass and loitering on university property, as well as the appeals process and requests for revocation of trespass orders. The university proposes to amend the regulation to update the definition of university facilities, to add additional language related to the Campus Free Expression Act, and to clarify in Paragraph (9) the requirement of disruption or interference for purposes of issuing a warning.

This regulation was posted online January 23, 2023, 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 Regulation UCF-4.006.

Alternatives to Decision:

Decline to approve proposed amendments to University Regulation UCF-4.006. Recommend 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



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-4.006

Facilitators/Presenters:

Youndy Cook

UCF-4.006 Trespass and Loitering

(1) General Provisions.

- (a) The University of Central Florida is a member institution of the State University System. The President, as the chief executive officer of the university, has the responsibility for the operation and administration of the university, and may authorize the issuance of trespass warnings pursuant to Florida law. The Senior Vice President for Administration and Finance is designated as the representative of the President to implement and enforce this regulation.
- (b) This regulation applies to all University facilities, as defined below.
- (c) Identification may be requested of persons seeking to access and/or use of University facilities.

(2) Definitions.

- (a) University students. Those persons who are currently enrolled at the University, or who have been admitted and who are registered for upcoming classes, or who have completed at least one credit at the University during the current academic year.
- (b) University persons. Those persons who are faculty, staff, or other employees of the University, and those persons who are in or on university facilities to fulfill contractual obligations or otherwise to conduct authorized university business.
- (c) Non-university persons. All other persons who are not classified above as University students or University persons. This category includes, but is not limited to, visitors (including alumni), invited guests, students of other institutions, employees of other entities, and persons who have applied but have not been admitted to the University.
- (d) University facilities. All campuses and centers operated by the university or; any university its centers, institutes, direct support organizations, and- or affiliated organizations including all buildings and grounds of such campuses, centers, institutes, direct support organizations, and affiliated organizations and centers; all locations, buildings, or grounds utilized by the university for authorized university business; and all university housing facilities.
- (e) Common areas. ~~University a~~ Areas within University facilities generally open to non-University persons only during business or operating hours, including, but not limited to, portions of the library, food/vending areas, and bookstore/retail areas.
- (f) Trespass warning. A warning or notice that a person is not authorized to be on University property, or some portion thereof, and may be subject to arrest, criminal sanctions and civil penalties without further warning if he or she refuses to leave or returns while the warning is in effect.
- (g) University housing facilities. All dormitories and student housing owned or operated by the University of Central Florida and for which residence life programming is provided by the university.
- (h) University official. In addition to the President and all Vice-Presidents of the University, all University law enforcement officers are University officials for purposes of this regulation. In addition, University official includes a person authorized under this Regulation to request that a person leave a University facility or to enforce any portion of this regulation. A person may be a University official in one setting but not in another – for example, an instructor is the

authorized University official to remove someone from the classroom where and when the instructor is teaching, but that same instructor may not be authorized to request that a person leave an athletic facility.

(3) Non-university persons are allowed access to those university facilities available to the public, during normal business hours and in accordance with university regulations governing the use of university facilities. Non-university persons are allowed access to university facilities for authorized university business, and are allowed to attend lectures, plays and other activities on the University campus in the designated buildings or areas when such attendance is permitted by the sponsoring organization. It is the responsibility of the Senior Vice President for Administration and Finance or his/her designee to control the use of all university facilities. Non-university persons are not allowed on campus except as authorized by this regulation or by Florida law. Non-university persons at university facilities for other than authorized university business, or where their continued presence at university facilities is deemed by the Senior Vice President for Administration and Finance or his/her designee to be disruptive to the orderly conduct of the university, may be requested to leave and/or issued a trespass warning. Nothing contained herein shall be deemed or construed to limit the right of any person to engage in expressive activities in generally accessible outdoor areas of campus as defined and permitted by the Campus Free Expression Act (section 1004.097, Florida Statutes).

(4) The presence of non-university persons in offices of the university is permitted when on authorized university business. The supervisor of each office as the designee of the Senior Vice President for Administration and Finance is delegated the authority to warn those persons present not on university business that they must leave university facilities or be subject to arrest for trespassing. The University Police are to be notified of any such incidents.

(5) Only students registered for a class may be in attendance in instructional areas unless permission of the instructor is given. The instructor as the designee of the Senior Vice President for Administration and Finance is authorized to warn individuals not registered for the class that they are trespassing and must leave the area of instruction or be subject to arrest for trespass. Any such incident will be reported to the University Police. Non-university persons are not allowed in classroom buildings unless present on authorized university business. This provision is not intended to restrict the ability of University administrators, facilities personnel, and first responders to have access to instructional areas, even during class periods, as needed to perform their duties.

(6) The Director of the University Libraries or his/her designee is designated by the Senior Vice President for Administration and Finance to warn those who are not using the library in an appropriate manner or who are creating an atmosphere not conducive to its use by university students and personnel, that they (i) must leave the library (if they are University students or University persons) or the campus (if they are non-University persons); or (ii) be subject to arrest for trespassing. Non-University persons may be told to leave the campus pursuant to this section. Any such incidents will be reported to the University Police. The Director of the University Libraries or his/her designee may restrict access to certain library facilities, or portions thereof, to ensure that University persons are ensured access to and quiet enjoyment of those facilities.

(7) Athletic, intra-mural and recreational facilities are for the use of University students, University persons, and their authorized invited guests. Identification may be requested for the use of these facilities. The Director of Athletics or the Vice President for Student Development

and Enrollment Services, or his/her designees are hereby designated by the Senior Vice President for Administration and Finance as the person to warn all unauthorized persons found at these facilities that they must leave the campus or be removed from university facilities if they do not comply. Any such incidents will be reported to the University Police.

(8) University housing facilities are considered to be the home of students who reside there. No one is allowed in a university housing facility except authorized university personnel and resident students. In addition, a resident student may have guests in the university housing facility where the student resides only according to published visitation policies. The Director of Housing and Residence Life or his/her designee is designated by the Senior Vice President for Administration and Finance to warn all other persons to leave the university housing facility and to have such persons removed from university facilities if they do not comply. University housing facilities are not subject to the Florida Residential and Landlord Tenant Act (see Fla. Stat. §83.42).

(9) Any person who, in the opinion of a university official, is violating the law, violating University Regulations or policies, prowling, loitering, not using university facilities in an appropriate manner or who is ~~creating an atmosphere not conducive to the~~ otherwise disruptive or interfering with the lawful use of such facilities by other university persons or authorized guests, may be warned by a university official to leave the facility or campus or be subject to arrest for trespassing.

(10) A person who fails to comply with instructions given by University officials pursuant to paragraphs (3) through (9) above may be arrested and/or issued a trespass warning.

(11) A trespass warning issued to any person may be for an indefinite period or for a defined period, as noted on the warning itself. A trespass warning issued to any person will note or identify the geographic and temporal scope of the warning. A trespass warning may be issued for an indefinite period or for a definite period; and it may be issued as to all University facilities, some portion thereof, or a particular event or series of events occurring in or on a University facility.

(12) Appeals. Any person issued a trespass warning may appeal the warning pursuant to the applicable procedure below.

- (a) A University student issued a trespass warning as part of the review of a student conduct referral or who is also referred to the student conduct process for the same conduct that led to the trespass warning may appeal the trespass warning in the context of the student conduct process. The student conduct hearing procedures are outlined in University Regulation UCF-5.009.
- (b) Any person, other than a student described in paragraph (12)(a) above, may appeal a trespass warning as follows:
 1. A person wishing to contest a trespass warning should first attempt an informal resolution by contacting the Chief of Police or designee to discuss the circumstances in which the trespass warning was issued.
 2. If informal resolution is not successful or is not satisfactory to the individual, he or she may appeal the trespass warning, in writing, to the Senior Vice President for Administration and Finance or designee (hereafter, the reviewing official). This written appeal must be received within ten (10) business days of issuance of the trespass warning. The individual must submit a detailed written statement of the basis for the

appeal, along with any other documents, statements, photos, data or other items to be considered. After receiving the written appeal, the reviewing official may, but is not required to, request additional information or documentation for any involved party including the issuing authority for further consideration. Subsequently, the reviewing official shall issue a written decision to uphold, modify, or reverse the issuance of the notice or trespass warning. The trespass warning shall only be reversed or modified by the reviewing official if, in his/her sole discretion, the requesting individual has shown, by clear and convincing evidence, that the underlying reason for the trespass warning did not occur or does not warrant the trespass warning as issued. The decision of the reviewing official is the final decision of the University and may not be appealed further.

(13) Requests for Revocation. If a trespass warning has been in effect for a period of at least six (6) months, the person who received the trespass warning may request that the warning be revoked. The request for revocation must be in writing and must include an explanation of why the individual believes the trespass warning should be revoked; the request may but is not required to include additional information to support the request. A trespass warning may only be revoked by the President, the Senior Vice President for Administration and Finance, or the Vice President for Student Development and Enrollment Services, or their respective designees. Persons who were University students when they received the trespass warning shall direct such requests to the Vice President for Student Development and Enrollment Services; all others shall direct such requests to the Senior Vice President for Administration and Finance. The appropriate Vice President, or designee, will review the written request for revocation (hereafter, the reviewing official). The request should be approved if in the reasonable opinion of the reviewing official the conditions that led to the issuance of the trespass warning no longer exist and that there is no reasonably predicted public safety risk. The decision of the reviewing official is the final decision of the University and may not be appealed further. If the reviewing official decides that the trespass warning should not be revoked, the individual may submit, after waiting a period six months from the date of that decision, another request for revocation following the same procedure.

(14) All persons who have been issued a trespass warning or who have been notified by an authorized university official to leave and remain out of a specified area or areas and are subsequently found in the specified area or areas, are subject to arrest for trespass and/or loitering without further warning pursuant to law.

(15) Nothing in the foregoing shall preclude or be interpreted to preclude or otherwise diminish the exercise of the statutory authority of University Police to arrest in accordance with the laws of this state any person for violation of state law or applicable ordinances when such violation(s) occur on any property or facilities which are under the jurisdiction of the University Police.

(16) For all university facilities, all certified law enforcement officers of the University Police Department are designated as authorized representatives of the President and Vice President for Administration and Finance to issue trespass warnings, and to issue instructions to an individual to leave and/or vacate any University facility, under the terms of this regulation and other applicable authority (including but not limited to Florida Statutes ss. 810.08 and 810.09).

*Specific Authority: BOG Regulation 1.001; 810.08, 810.09, 856.021, 856.031, 1012.97 F.S.
History—New 2-6-09, Amended 12-20-13, _____-23.*



Board of Trustees
February 24, 2023

GOV-7: Proposed University Regulation UCF-2.030 Confidentiality of Examination and Assessment Instruments

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This proposed new regulation implements the requirements of BOG Regulation 3.005, Examination and Assessment of Instruments, to protect postsecondary examination and assessment instruments and directly related developmental materials and workpapers from disclosure to the public under Florida's public records laws. The new regulation also implements Florida Statutes section 1008.23, which was amended in 2021 to shield from public disclosure examination and assessment instruments. The proposed regulation addresses access, maintenance, and destruction of examination and assessment instruments. Provisions are included for protecting such records from unauthorized access or disclosure, maintaining the security of the examination and assessment instruments, ensuring third-party contractors' compliance with the university regulation, destroying obsolete instruments, and governing authorized access or disclosure outside of the regular examination process.

This regulation was posted online January 23, 2023, 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 University Regulation UCF-2.030.

Alternatives to Decision:

Decline to approve proposed University Regulation UCF-2.030. Recommend alternative language.

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 Regulation UCF-2.030

Facilitators/Presenters:

Youndy Cook

UCF-2.030 Confidentiality of Examination and Assessment Instruments

(1) All examination and assessment instruments, including developmental materials, answer keys and workpapers directly related thereto, that are prepared, prescribed or administered by the University of Central Florida are exempt from disclosure under section 119.07(1), Florida Statutes, and section 24(a), Article I, Florida Constitution, as provided in section 1008.23, Florida Statutes and Florida Board of Governors Regulation 3.005.

(2) Definition: This regulation applies to any examination or assessment “instrument” that contributes to the final grade of an academic course, or which is required for program admission, placement, certification, or graduation. Examination and assessment instruments refers only to the actual “instrument” and not student examination responses. When an “instrument” is completed by a student, it becomes “an education record” and is considered confidential and exempt from public disclosure pursuant to state and federal law protecting education records.

(3) This regulation governs the access, maintenance and destruction of examination and assessment instruments and related developmental materials, answer keys, and workpapers for all University academic units, testing centers, technology services, and online curriculum management systems.

- (a) The University protects the security and confidentiality of examination and assessment instruments from unauthorized access or disclosure through the utilization of secure identity authentication systems and, where applicable, physical safeguards.
- (b) UCF IT Information Technology maintains the security of such instruments through encrypted electronic systems provided to the University Community. Academic Units/Faculty who store printed instruments must utilize locked storage.
- (c) The University requires third-party contractors responsible for administering or proctoring examinations or assessments instruments to comply with the security provisions of this regulation. Agreements with third-party contractors must include provisions to address the security/confidentiality and destruction of the examination and assessment instruments as well as other sensitive or restricted data or documentation.
- (d) The University adheres to the minimum requirements of the General Records Schedule for Universities for the destruction of obsolete examination and assessment instruments and related materials, which may be amended from time to time.
- (e) The academic unit, office or faculty in general will not grant access to, or authorize disclosure of, examination and assessment instruments to faculty, staff and students outside of the regular examination or testing; however, access may be authorized on a case-by-case basis and or pursuant to UFF-BOT Collective Bargaining Agreement.
- (f) The University administration reserves the right to require production or disclosure of an examination or assessment instruction for business reasons, which may include compliance, legal, or investigative purposes.

Authority: BOG Regulations 1.001 and 3.005. History–New _____-23.



Board of Trustees
February 24, 2023

GOV-8: Proposed University Regulation UCF-4.040 Educational Research Center for Child Development

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This proposed new regulation implements the requirements of BOG Regulation 10.004 related to Educational Research Centers for Child Development. The proposed regulation addresses the governance, operations, admissions and financial aspects of the Creative School for Children at the University of Central Florida.

This regulation was posted online January 23, 2023, 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 University Regulation UCF-4.040.

Alternatives to Decision:

Decline to approve proposed University Regulation UCF-4.040. Recommend alternative language.

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



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Proposed Regulation UCF-4.040

Facilitators/Presenters:

Youndy Cook

UCF-4.040 Educational Research Center for Child Development

(1) The University's Educational Research Center for Child Development (ERCCD), called the Creative School for Children, shall be an early childhood center established to:

- (a) Serve as an early childhood education center for the children of students, both graduate and undergraduate, followed by children of faculty and staff of the University and then other members of the University community.
- (b) Provide opportunities for interested University and community partners to conduct educational research, partake in experiential learning, and participate in advancement of the field of early childhood studies.
- (c) Offer a setting in which University students, both undergraduate and graduate, can receive experience in working with young children.

(2) The ERCCD plan of operations shall consist of a developmentally appropriate early childhood education curriculum that: meets the needs of the students and families in the program; offers a research-based platform for collaborative partnerships within the University and community; encourages family involvement; and disseminates experience-based practices through professional contributions to the field. The program shall maintain National Accreditation.

(3) The Board of Governor's annual allocation of the Capital Improvement and Trust Fund (CITF) fee to the ERCCD shall be used for the operation and maintenance of the ERCCD facilities. Operations may be funded either through the capital improvement trust fund fee, activity and service fee allocations, user charges, grants and donations, or any combination of these sources in accordance with applicable law and the rules, regulations, and policies of UCF and the Board of Governors. The ERCCD contracts with the Early Learning Coalition to provide programs that support families financially, such as School Readiness subsidized care and Voluntary Pre-Kindergarten. The ERCCD has created a tiered fee system where University student parents pay less than faculty and staff parents.

(4) The ERCCD functions as an auxiliary program under the Student Success and Well-Being division.

- (a) The University shall appoint a Director of the ERCCD that will be responsible for day-to-day operations.
- (b) The ERCCD Director shall report to Vice President of Student Engagement and Well-Being or their designee and will be responsible for creating operational guidelines and procedures for health, safety, curriculum, enrollment, and code of conduct, in conjunction with the Florida Department of Children and Families, National Association for the Education of Young Children accreditation, and the University's requirements and standards.
- (c) The ERCCD shall maintain an advisory board to give input regarding operational and programmatic issues and support the center's mission.
- (d) All procedures and guidelines for children enrolled at the ERCCD shall be reviewed annually.
- (e) The ERCCD shall operate in accordance with state laws applicable to child development centers, as well as regulations of the University and the Florida Board of Governors governing the establishment, operation and supervision of such centers.

(5) The ERCCD enrolls children 6 weeks to entry into kindergarten. The ERCCD's intent is to provide research and training activities which are representative of a comprehensive scope of child development needs throughout the community. Therefore, in accordance with Board of Governors Regulation 10.004, the ERCCD's admission process shall be inclusive of race, ethnicity, socioeconomic status, gender, as well as mental and physical ability.

(6) Any research involving human subjects proposed to be conducted at the ERCCD shall be submitted to the Institutional Review Board ("IRB") for approval in accordance with IRB guidelines before commencing.

(7) The ERCCD may furnish internships and clinical experiences for students of the University. Students shall be supervised by the ERCCD staff and function under the guidelines of the ERCCD and the student's respective academic department.

Authority: BOG Regulations 1.001 and 10.004. History–New _____-23.



Board of Trustees
February 24, 2023

GOV-9: Appointment of Board Members to UCF Research Foundation, Inc. Board 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.

UCF Research Foundation, Inc. (3-year Term) | Attachment A

Beverly Seay (*New Appointment; February 24, 2023-June 30, 2026*)

Ben Patz (*New Appointment; February 24, 2023-June 30, 2026*)

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:

Approve the appointment of Beverly Seay and Ben Patz to the UCF Research Foundation, Inc. Board of Directors for first terms to commence on February 24, 2023.

Alternatives to Decision:

Decline to approve the proposed 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 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:

Lauren Ferguson, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: UCF Research Foundation, Inc. Board Appointments

Facilitators/Presenters:

Lauren Ferguson



Research Foundation

UNIVERSITY OF CENTRAL FLORIDA



Beverly Seay

National Security Innovation Network – Southeast Regional Director

Elected Director

First Appointment, 3-Year Term

2/24/2023 – 6/30/2026

Beverly Seay is an entrepreneurial modeling and simulation defense industry senior executive with global experience and a Fortune 500 track record in domestic and global business operations with a unique blend of strengths to include start-up, turnaround, high growth and acquisition. Inducted into the National Center for Simulation Hall of Fame and selected every year as one of Florida's most influential business leaders by Florida Trend, Bev is a recognized leader in innovative and creative technologies with strong university ties through personal commitment and industry collaboration. She is a member of the University of Central Florida (UCF) Board of Trustees (2013-present) and served as Chair from July 2019 through June 2021. She is past chair of the Deans' Industry Advisory Boards at the University of Central Florida (UCF) College of Engineering and Computer Science and the Georgia Tech College of Computing. She is also vice-chair of the board of Association of Governing Boards of Universities and Colleges (AGB) (2015-present). As chair of the Florida Simulation Summit (2015-present), Bev works with the Orange County Mayor's office and the National Center for Simulation to increase awareness of Modeling and Simulation technologies and their applications in industries such as healthcare, entertainment, transportation, education and defense.

Seay is the Southeast Regional Director for the National Security Innovation Network (NSIN), a program office within the U.S. Department of Defense. In this role, she is leveraging talent through new partnerships with major universities and the venture community to drive national security innovation.

In December 2020, Seay was recognized as *i4 Business Magazine's* 2020 Business Leader of the Year. In February 2021, she was recognized as *Orlando Business Journal's* Businesswoman of the Year. In November 2021, she was inducted into the Mid-Florida Business Hall of Fame.

Bev has a BS Mathematics and MS Computers, Information and Control Engineering from the University of Michigan.



Research Foundation

UNIVERSITY OF CENTRAL FLORIDA



Ben Patz

DeepWork Capital – Managing General Partner

Elected Director

First Appointment, 3-Year Term

2/24/2023 – 6/30/2026

Ben Patz develops entrepreneurial technology companies in aerospace systems engineering, information technology, and electronic systems. He is currently Managing Partner at DeepWork Capital (formerly the FAN Fund), focused on early-stage technology investment in Florida.

Ben has a diverse engineering background with particular interest in artificial intelligence and data analytics. He was principal investigator on a number Small Business Innovative Research (SBIR) grants relating to the application of Fuzzy Logic and Neural Networks to decision systems. His roles have included highly technical positions to executive leadership positions in multi-thousand person organization, but he currently spends his time helping to build the entrepreneurial ecosystem in Florida.

He received the University of Central Florida's Professional Achievement Award for the College of Engineering and Computer Science (CECS) in 2006 and 2016, and was recognized as a CECS distinguished alumni in 2011.



Board of Trustees
February 24, 2023

INFO-1: FY24 Board of Trustees Meeting Calendar

Information

Discussion

Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Fiscal Year 2024 (FY24) Board of Trustees meeting dates (July 1, 2023 – June 30, 2024) are presented for information and scheduling purposes. The meeting dates are strategically aligned with projected university and Board of Governors deadlines for approval items. The attached calendar of dates also lists events that may be of interest to trustees, including Commencement ceremonies and the Board of Governors’ Trustee Summit.

Background Information:

Section 7.2 of the Tenth Amended and Restated Bylaws of the University of Central Florida Board of Trustees states, in part, ‘There shall be not less than five (5) regular meetings a year as the Board may determine.’ Additionally, the Board expects staff to prepare and maintain a current calendar of all relevant deadlines and meetings for the Board and each Board Committee.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

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:

Lauren Ferguson, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: FY24 Board of Trustees Meeting Calendar

Facilitators/Presenters:

Lauren Ferguson, Assistant Vice President, Board Relations



Board of Trustees

FY24 Meeting Calendar

DATE	TIME	EVENT NAME
<i>August 5, 2023</i>	<i>TBD</i>	<i>UCF Commencement Ceremonies</i>
<i>August 17, 2023</i>	<i>TBD</i>	<i>UCF Football Kickoff Luncheon</i>
September 27, 2023	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
September 28, 2023	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
<i>November 1, 2023</i>	<i>TBD</i>	<i>BOG Trustee Summit, UCF</i>
November 15, 2023	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
November 16, 2023	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
<i>December 15-16, 2023</i>	<i>TBD</i>	<i>UCF Commencement Ceremonies</i>
February 22, 2024	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
February 23, 2024	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
March 28, 2024	9:00 a.m. – 1:00 p.m.	Board of Trustees Workshop
April 18, 2024	10:00 a.m. – 11:00 a.m.	Board of Trustees Virtual Meeting
<i>May 2-4, 2024</i>	<i>TBD</i>	<i>UCF Commencement Ceremonies</i>
May 16, 2024	9:00 a.m. – 5:00 p.m.	Board of Trustees Retreat
June 12, 2024	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
June 13, 2024	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting