

REVISED
University of Central Florida
Board of Trustees Meeting
September 27, 2012
Live Oak Center
Agenda
9:00 a.m. — 4:00 p.m.
Lunch 12:00 p.m.
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

9:00 a.m. — 9:15 a.m.	Finance and Facilities, Olga Calvet, Chair
9:15 a.m. — 10:00 a.m.	Advancement, Alan Florez, Vice Chair
10:00 a.m. — 12:00 p.m.	Educational Programs, Ida Cook, Chair

BOARD MEETING: 1:00 p.m. — 4:00 p.m.

- | | | |
|----|----------------------------|---|
| 1. | Welcome and Call to Order | Michael J. Grindstaff, Chair |
| 2. | Roll Call | Rick Schell, Associate Corporate Secretary |
| 3. | Minutes of July 26 meeting | Chair Grindstaff |
| 4. | Remarks and introductions | John C. Hitt, President |
| 5. | Reports | Distributed-Learning Briefing (Attachment A)
(Hartman) |
| 6. | Information | |
| | INFO -1 | Information State University System Annual Status Report on
Market Tuition (Waldrop) |
| 7. | Consent agenda | Chair Grindstaff |
| | EP-1 | Approval Tenure with Hire (Waldrop) |
| | FF-1 | Approval Approvals Regarding University Depositories
(Merck) |

	FF-2	Approval	Release of Unrestricted Golden Knights Corporation Revenues (Merck)
	FF-3	Approval	Naming of the Presentation Room in the Graduate Student Center (Waldrop)
	FF-4	Approval	Request to Establish Market Rate for Master of Engineering Management Degree Program (Waldrop)
8.	Advancement Committee report		Alan Florez, Vice Chair
9.	Audit, Operations Review, Compliance, and Ethics Committee report		Jim Atchison, Chair
10.	Compensation and Labor Ad Hoc Committee report		John Sprouls, Chair
11.	Educational Programs Committee report		Ida Cook, Chair
12.	Finance and Facilities Committee report		Olga Calvet, Chair
13.	Nominating and Governance Committee report		Ray Gilley, Chair
14.	Strategic Planning Committee report		Alan Florez, Chair
15.	New business		Chair Grindstaff
16.	Announcements and adjournment		Chair Grindstaff

Upcoming meetings:

Board of Governors meeting	November 7-8, 2012 (New College of Florida)
Board of Trustees meeting	November 15, 2012 (Live Oak Center)

**Minutes
Board of Trustees Teleconference
University of Central Florida
July 26, 2012**

Chair Michael J. Grindstaff called the meeting of the Board of Trustees to order at 10:21 a.m. in the President's Board Room, Millican Hall, on the UCF Orlando campus.

In addition to Chair Grindstaff, Vice Chair Olga Calvet attended the meeting.

The following board members attended the meeting via teleconferencing: Trustees Jim Atchison, Ida Cook, Alan Florez, Ray Gilley, Marcos Marchena, Harris Rosen, John Sprouls, and Cortez Whatley.

WELCOME

Grindstaff welcomed the board members and requested that the roll be called. A quorum was present.

Grindstaff called for approval of the May 24 and June 25, 2012, board meeting minutes, which were approved as written.

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

REMARKS

President John C. Hitt announced that UCF has been preparing for a fall student enrollment estimated to be between 59,000 and 60,000.

Hitt remarked that the UCF football team had the highest annual grade point average in Conference USA this past year. The football team has also dominated the preseason media poll in Conference USA.

CONSENT AGENDA

Grindstaff read the consent agenda items into the record. A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- **CL-1 Memorandum of Understanding for Instructor and Lecturer Promotion Path between the University of Central Florida Board of Trustees and the United Faculty of Florida** – Ratification of the memorandum of understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida.

- **CL-2 Memorandum of Understanding on Article 14: Promotion and Article 15: Tenure between the University of Central Florida Board of Trustees and the United Faculty of Florida** – Ratification of the memorandum of understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida.
- **EP-1 Conferral of Degrees** – Concurrence with the conferral of degrees at the Summer 2012 commencement ceremonies on August 4.

2,950 baccalaureate degrees
 534 master's degrees
104 doctoral and specialist degrees
3,588 total

- **FF-1 Amended Payment Schedule for UCFAA Loans to the University** – Approval of amended payment schedule for UCFAA loans to the university.
- **FF-2 Increased Line of Credit for UCFAA Operations** – Approval to increase the operating line of credit for UCFAA from \$1.2 million to \$2 million.
- **FF-3 2012-13 Direct Support Organizations' Budgets** – Approval of the 2012-13 operating budgets for the following DSOs: Golden Knights Corporation, UCF Athletics Association, UCF Convocation Corporation, UCF Finance Corporation, UCF Foundation, and UCF Research Foundation.
- **FF-4 Renaming of Math and Physics Building** – Approval to change the name of the Math and Physics Building to the Mathematical Sciences Building.

INFORMATION

- **INFO-1 2013-14 UCF Board of Trustees Meeting Dates** – Grindstaff made a motion that was seconded and passed by the board approving the list of the 2013-14 UCF Board of Trustees' meetings as provided.

ADVANCEMENT COMMITTEE REPORT

Alan Florez, Vice Chair of the Advancement Committee, announced that there was no report for the committee.

AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT

Jim Atchison, Chair of the Audit, Operations Review, Compliance, and Ethics Committee, reported the highlights from the committee meeting earlier in the day.

- Amy Voelker, Director, University Audit, reported on the College of Medicine Self-insurance Program Financial Statement audit and the 2012-13 University Audit Work Plan.
- Rhonda L. Bishop, Chief Compliance and Ethics Officer, gave a University Compliance, Ethics, and Risk Management Program update.

COMPENSATION AND LABOR AD HOC COMMITTEE REPORT

John Sprouls, Chair of the Compensation and Labor Ad Hoc Committee, reported that the committee met on June 27, 2012. Sprouls noted the items approved in the consent agenda and presented the following item for board consideration.

- **CL-3 Memorandum of Understanding for a Domestic Partner Health Care Stipend Benefit Between the University of Central Florida Board of Trustees and the United Faculty of Florida** – A motion was made and passed by the board approving the committee's recommendation to not approve the memorandum of understanding for a domestic partner health care stipend benefit between the University of Central Florida Board of Trustees and the United Faculty of Florida.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Ida Cook, Chair of the Educational Programs Committee, noted the item approved in the consent agenda.

FINANCE AND FACILITIES COMMITTEE REPORT

Olga Calvet, Chair of the Finance and Facilities Committee, noted the items approved in the consent agenda and presented the following item for board approval.

- **FF-5 Five-year Capital Improvement Plan** – A motion was made and passed by the board approving the capital improvement plan for 2013-14 through 2017-18.

Calvet presented the following item for board approval.

- **FF-6 Authorization to Proceed with a Request for Proposals to Develop an On-Campus Site for an Organic or Natural Foods Grocery** – A motion was made and passed by the board authorizing William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, to proceed with a request for proposals to develop an 11-acre parcel of land on campus fronting on Alafaya Trail for an organic or natural foods grocery and adjacent retail operation.

Calvet congratulated Brad Stricklin, Senior Associate Athletic Director of Business and Chief Financial Officer, on receiving the *Orlando Business Journal* Nonprofit Chief Financial Officer of the Year award.

NOMINATING AND GOVERNANCE COMMITTEE REPORT

Ray Gilley, Chair of the Nominating and Governance Committee, announced that there was no report for the committee.

STRATEGIC PLANNING COMMITTEE REPORT

Alan Florez, Chair of the Strategic Planning Committee, announced that there was no report for the committee.

NEW BUSINESS

Hitt clarified an article in the *Orlando Sentinel* dated July 26, 2012, relating to payment of exit fees from Conference USA.

ANNOUNCEMENTS AND ADJOURNMENT

Chair Grindstaff announced the following upcoming meetings:

Board of Governors meeting	September 12-13, 2012 (Florida Gulf Coast University)
Board of Trustees meeting	September 27, 2012 (Live Oak Center)

Grindstaff adjourned the board meeting at 10:48 a.m.

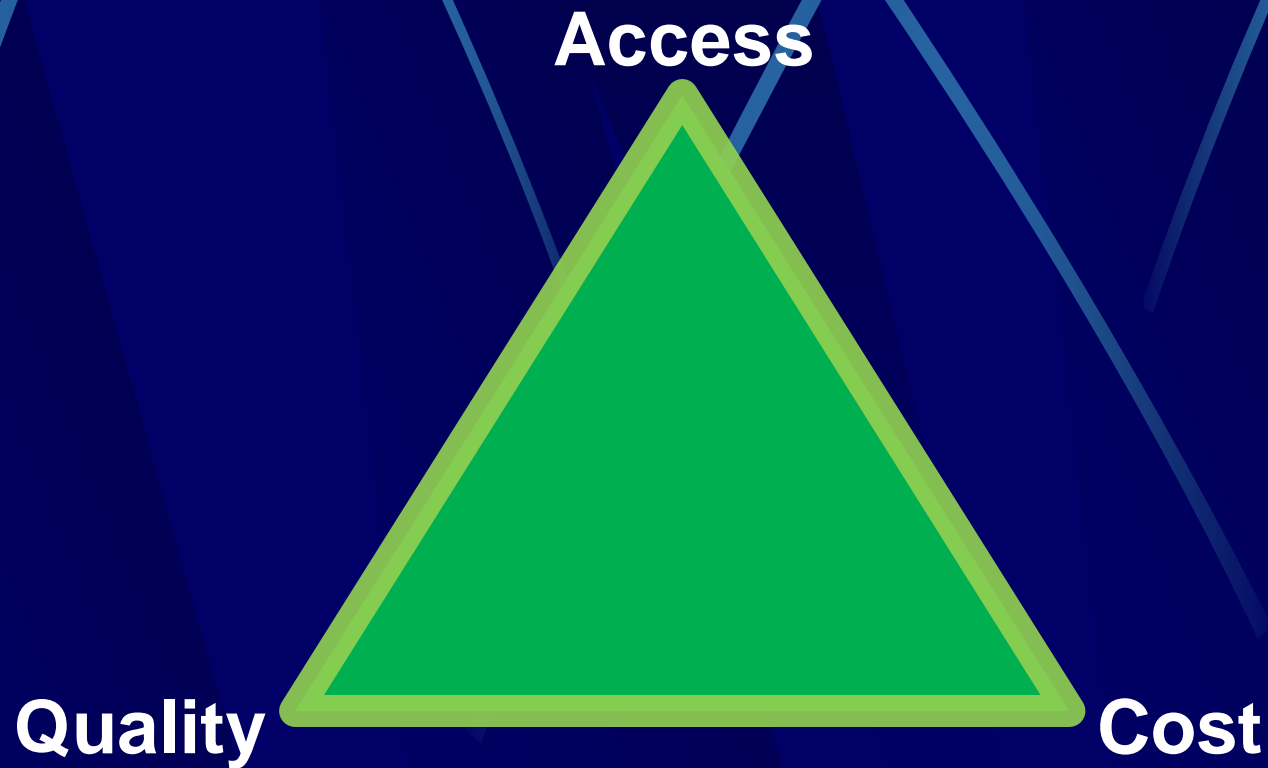
Respectfully submitted: _____ Date: _____
John C. Hitt
Corporate Secretary

A Briefing on Distributed Learning @UCF

UCF Board of Trustees
September 27, 2012

*Dr. Joel L. Hartman, Vice Provost & CIO
University of Central Florida*

The "Iron Triangle"



online@ucf

- Launched in 1996
- Six undergraduate programs
- Twenty-five graduate programs
- Twenty-seven graduate certificate programs
- 1,461 fully online courses and 1,375 blended learning courses offered to date

online@ucf

- **W** - Fully online, no class meetings (Web)
- **M** - Blended learning (Web)
- **V** – Video Streaming, no class meetings
- **RV** – Video Streaming and other content

online@ucf

Fully
F2F

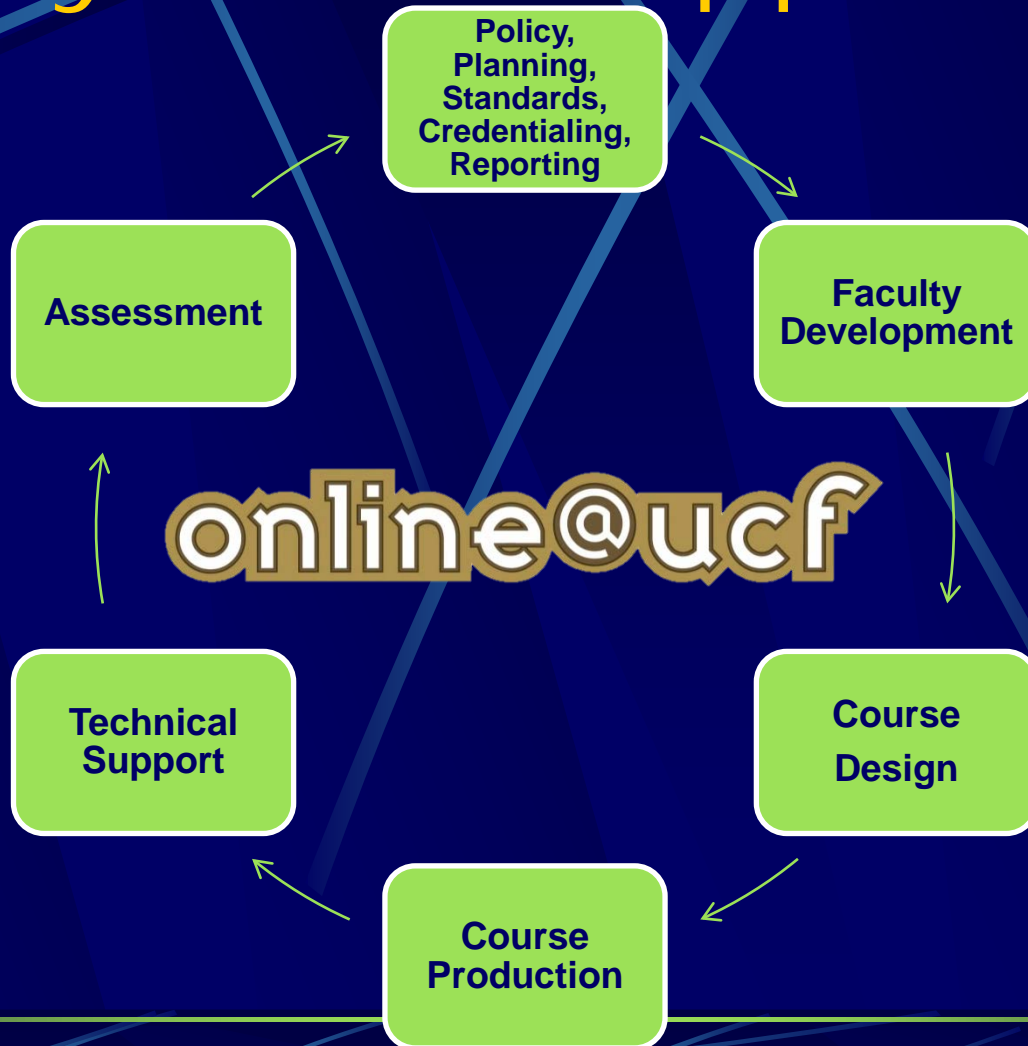
Fully
Online

Blended
Learning



QUALITY

A Systemic Approach

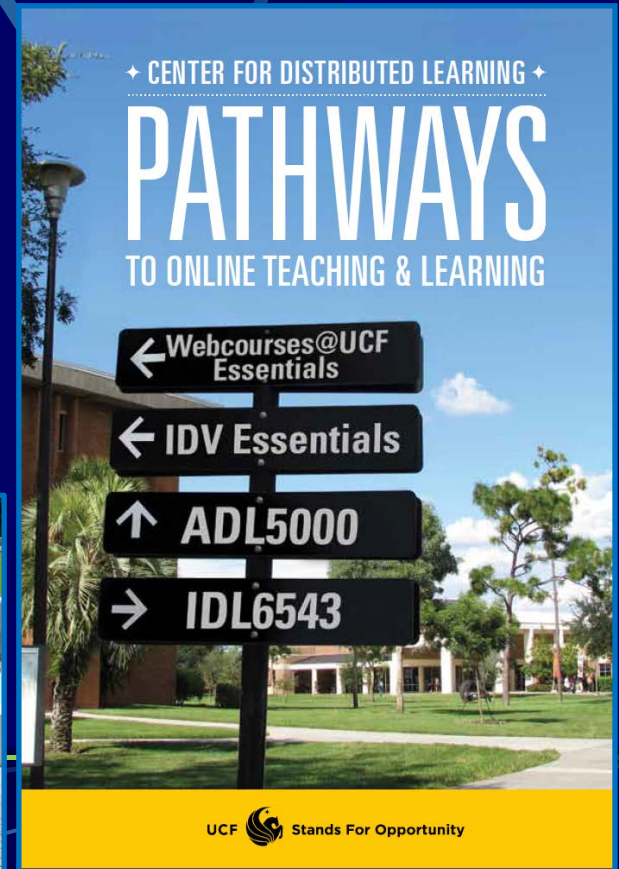


Faculty Support

- Required faculty development
- 1,465 faculty to date
- Extensive instructional design and course development support



Center *for* Distributed Learning



Fostering A Learning Paradigm

FROM

- Active faculty
- Transferring knowledge
- Learning as an individual activity
- Faculty members as lecturers
- Tell-read-test

TO

- Active students
- Creating knowledge
- Learning as cooperative and collaborative
- Faculty as creators of learning environments
- Engaged, active learning approaches

UCF Online Learning Impact Evaluation

Students

Faculty

Success

Online programs

Retention

Writing project model

Reactive behavior
patterns

Higher order
evaluation models

Generational
comparisons

Satisfaction
Demographic
profiles
Strategies for
success

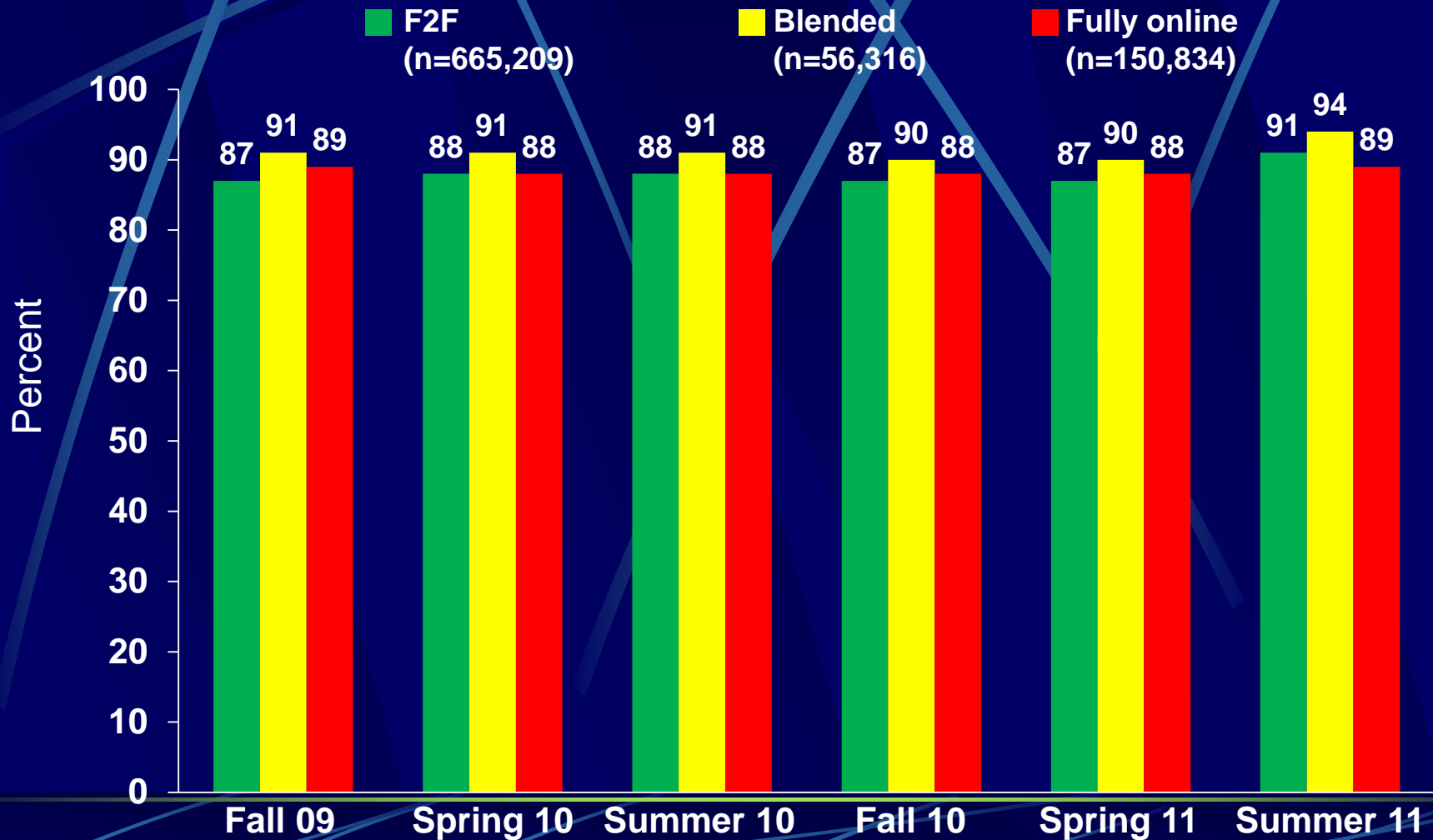
Theater

Information
fluency

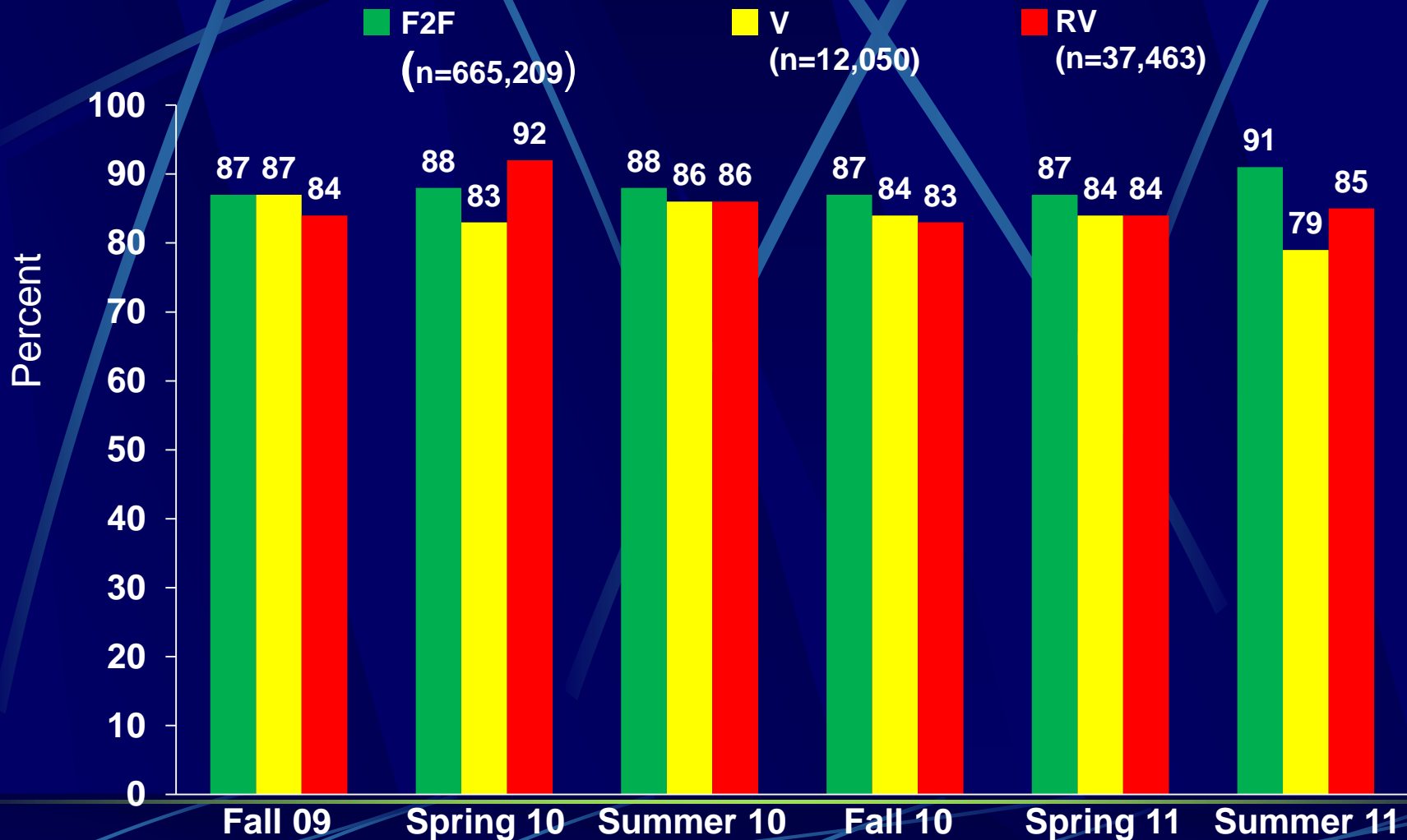
Student evaluation
of instruction

Large online classes

Student Success (Web)



Student Success (Video)



Withdrawal Rates (Web)

F2F
(n=743,418)

Blended
(n=56,874)

Fully online
(n=150,943)

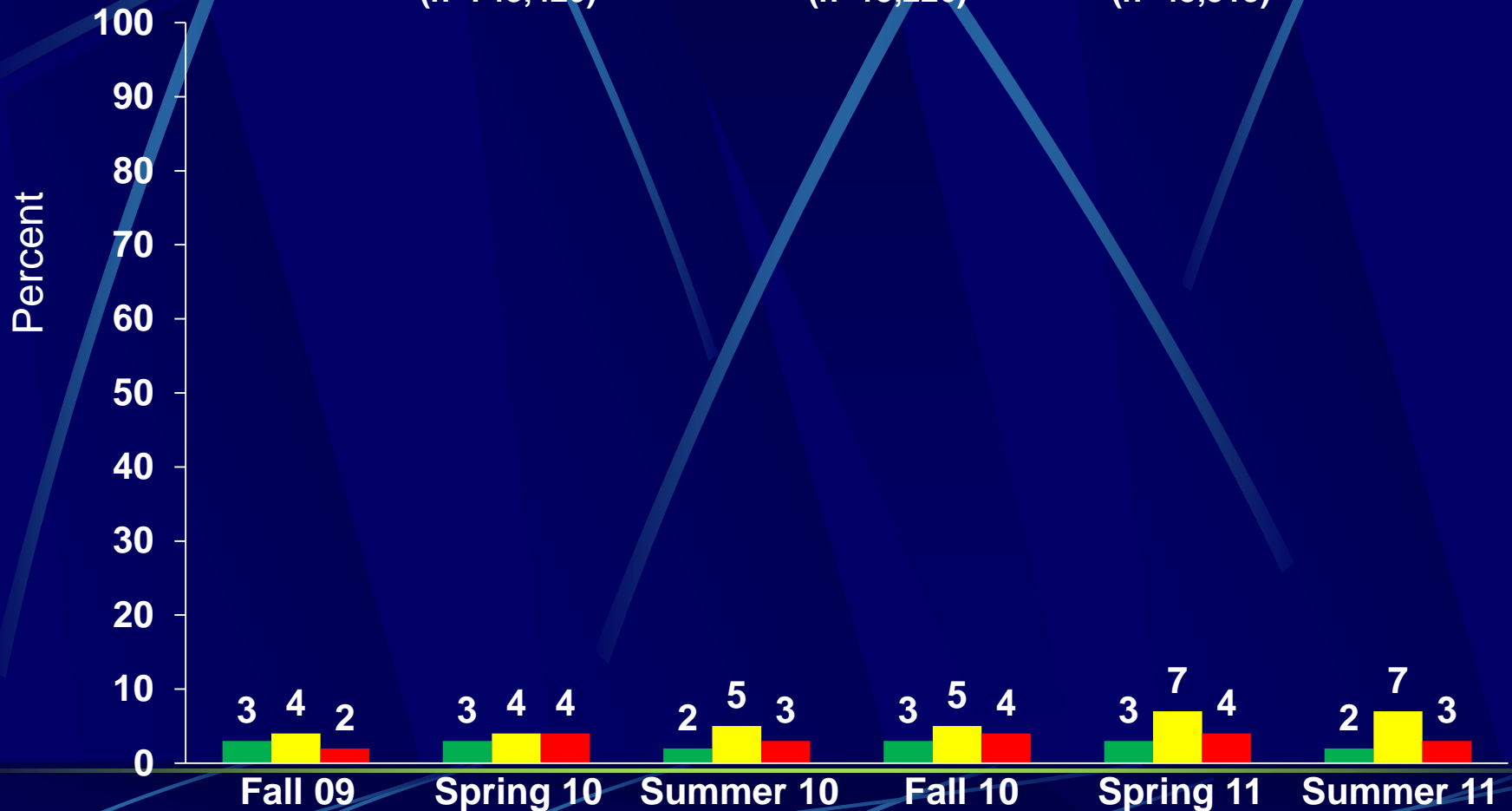


Withdrawal Rates (Video)

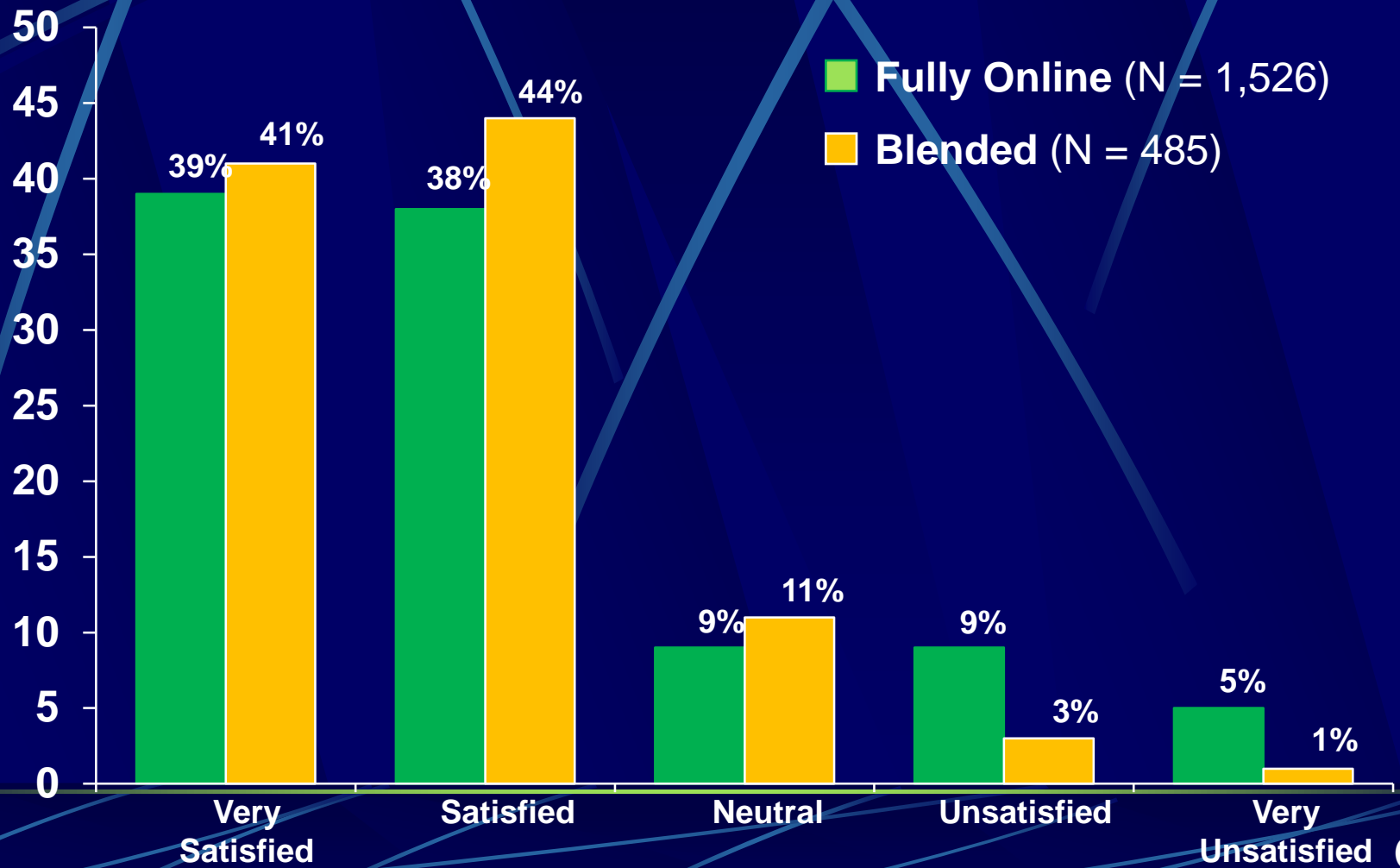
F2F
(n=743,420)

V
(n=13,226)

RV
(n=43,315)








Student Satisfaction



Overall Student “Excellent” Ratings

N = 672,185

 Blended Learning	52.1%
 Fully Online	48.3%
 Face-to-Face	48.2%
 Video (blended)	43.4%
 Video (fully online)	41.6%

Students' Perceptions About Online Learning

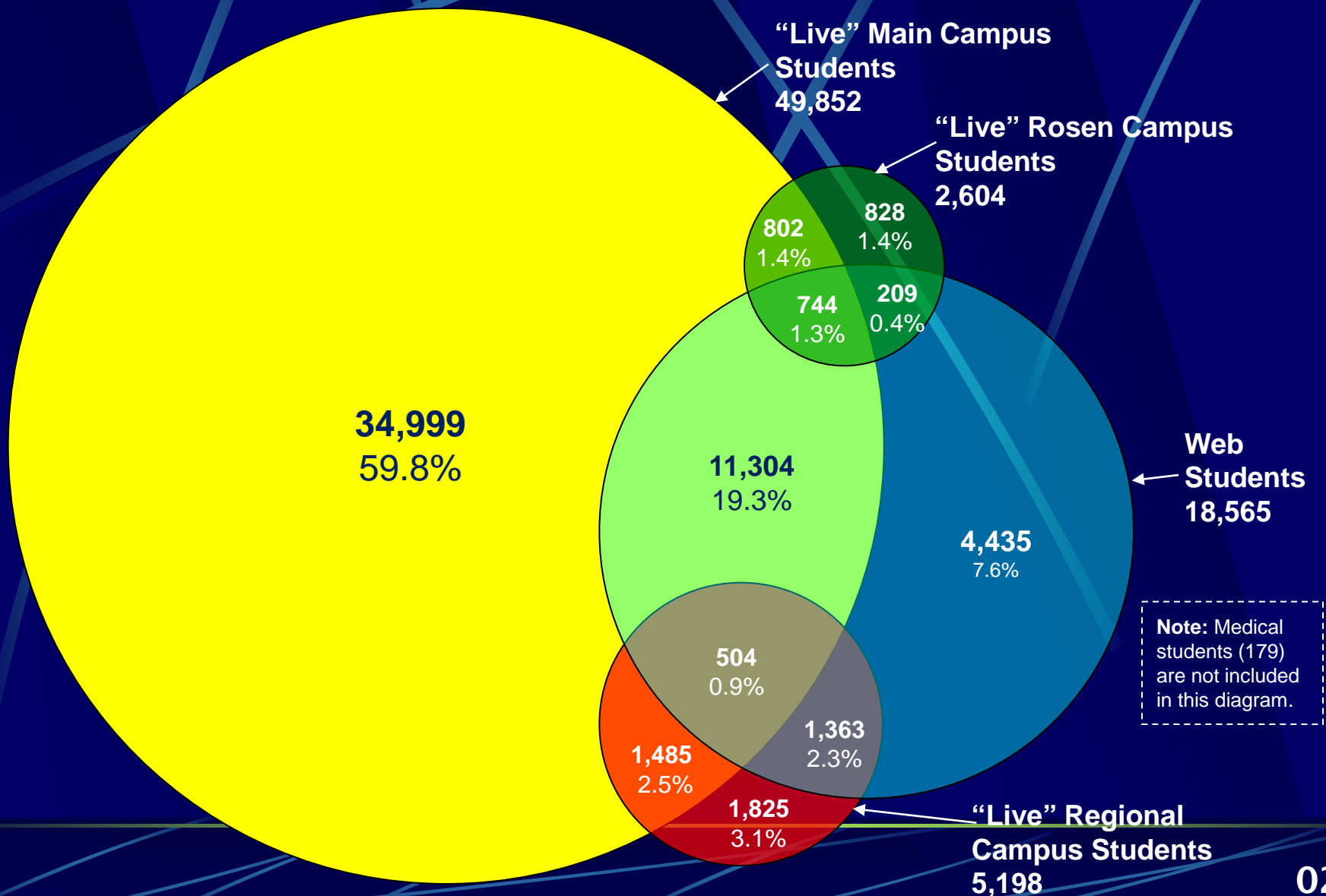
- Convenience
- Reduced logistical demands
- Increased learning flexibility
- Technology-enhanced learning

Reduced
Opportunity
Costs for
Education

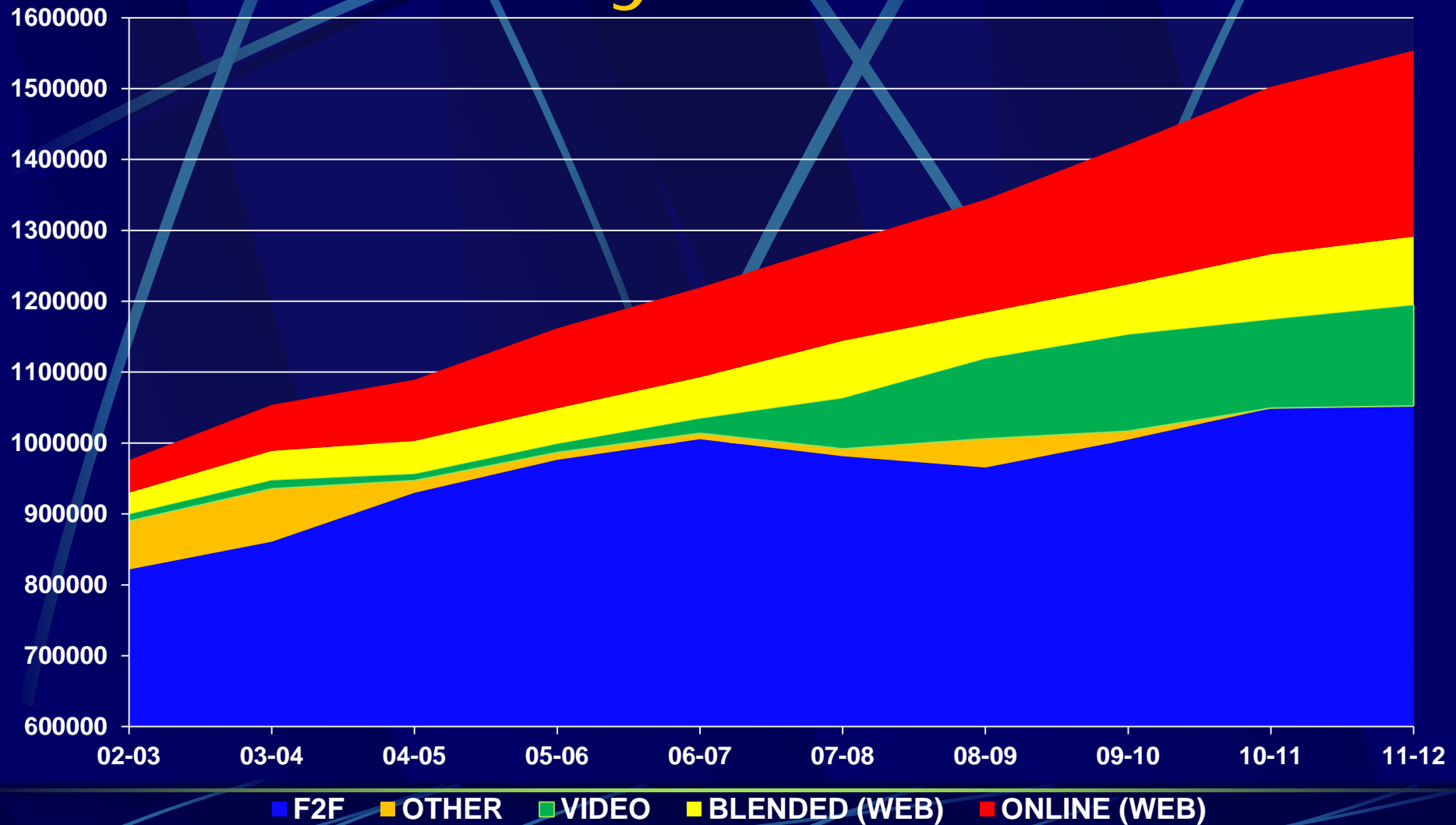


ACCESS

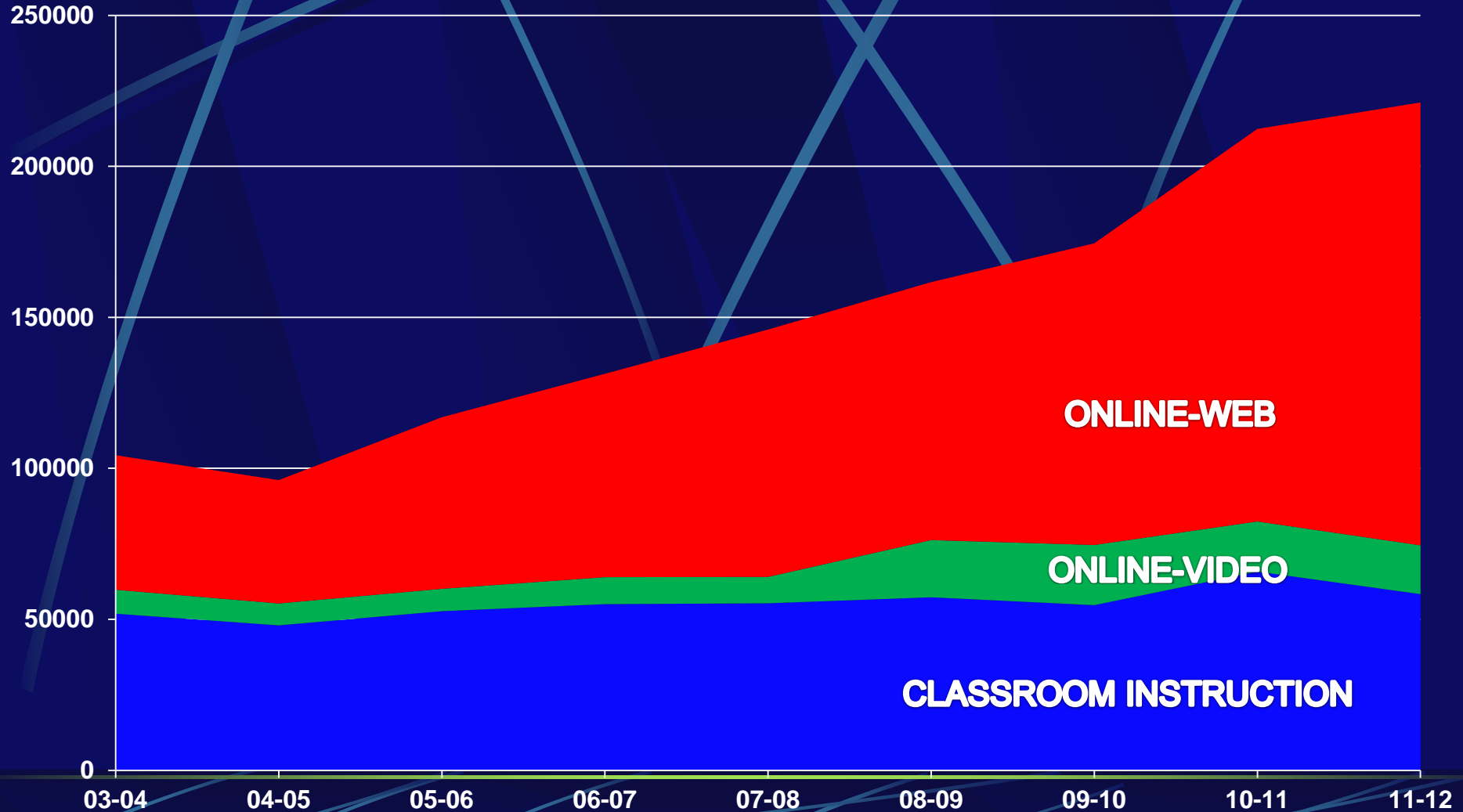
Fall 2011 Total Headcount



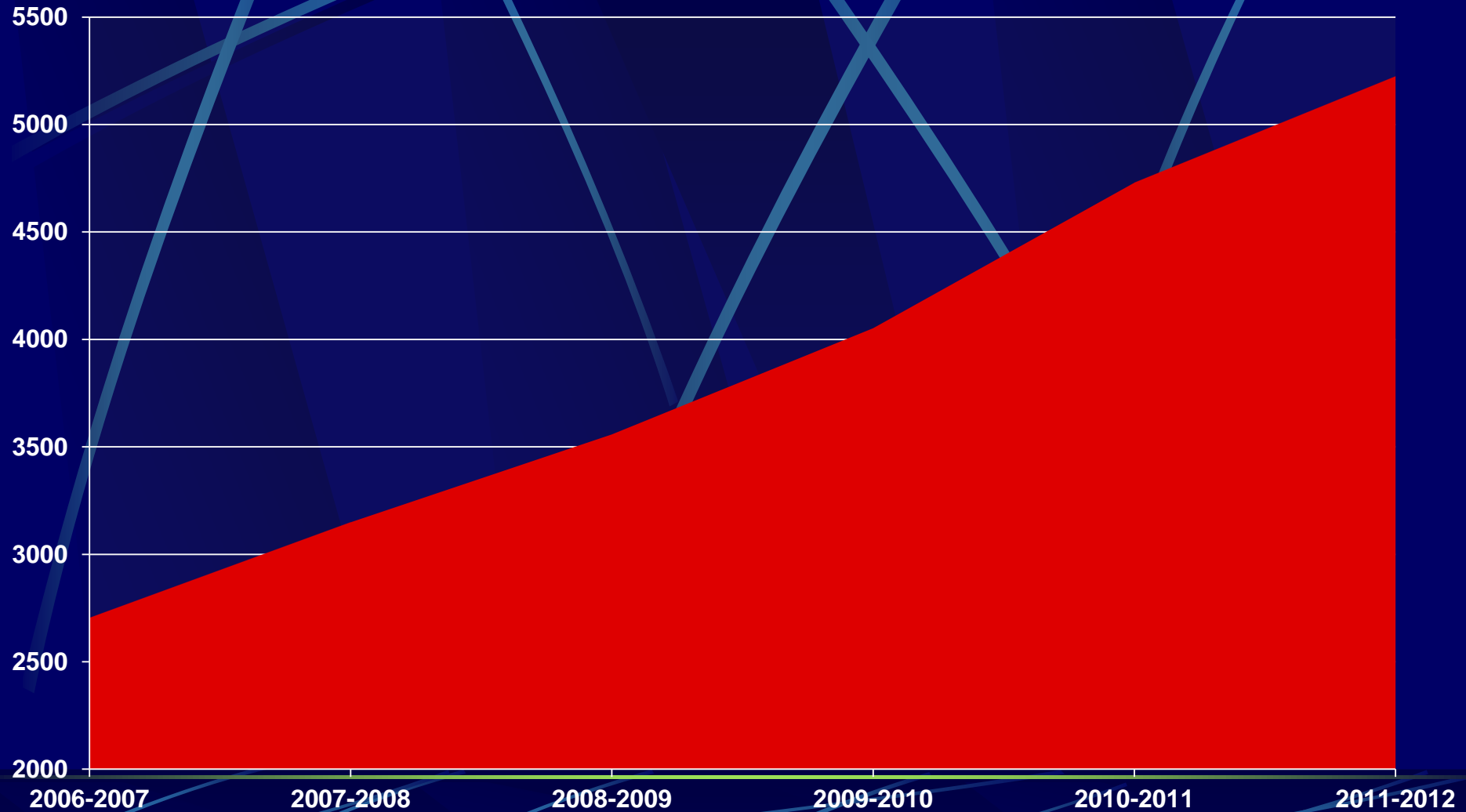
University SCH Growth



Regional Campus SCH Growth



Web-Only Students



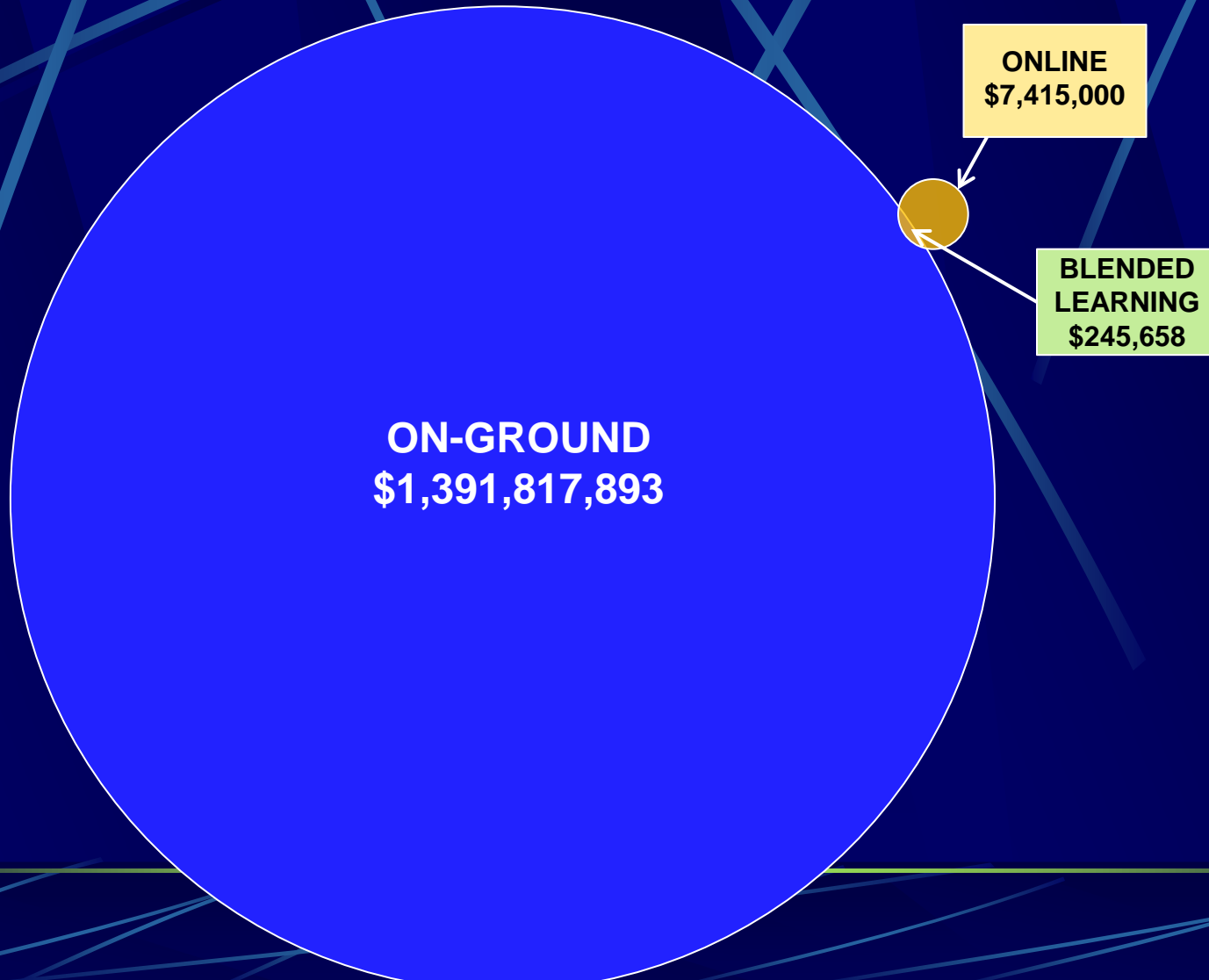


COST

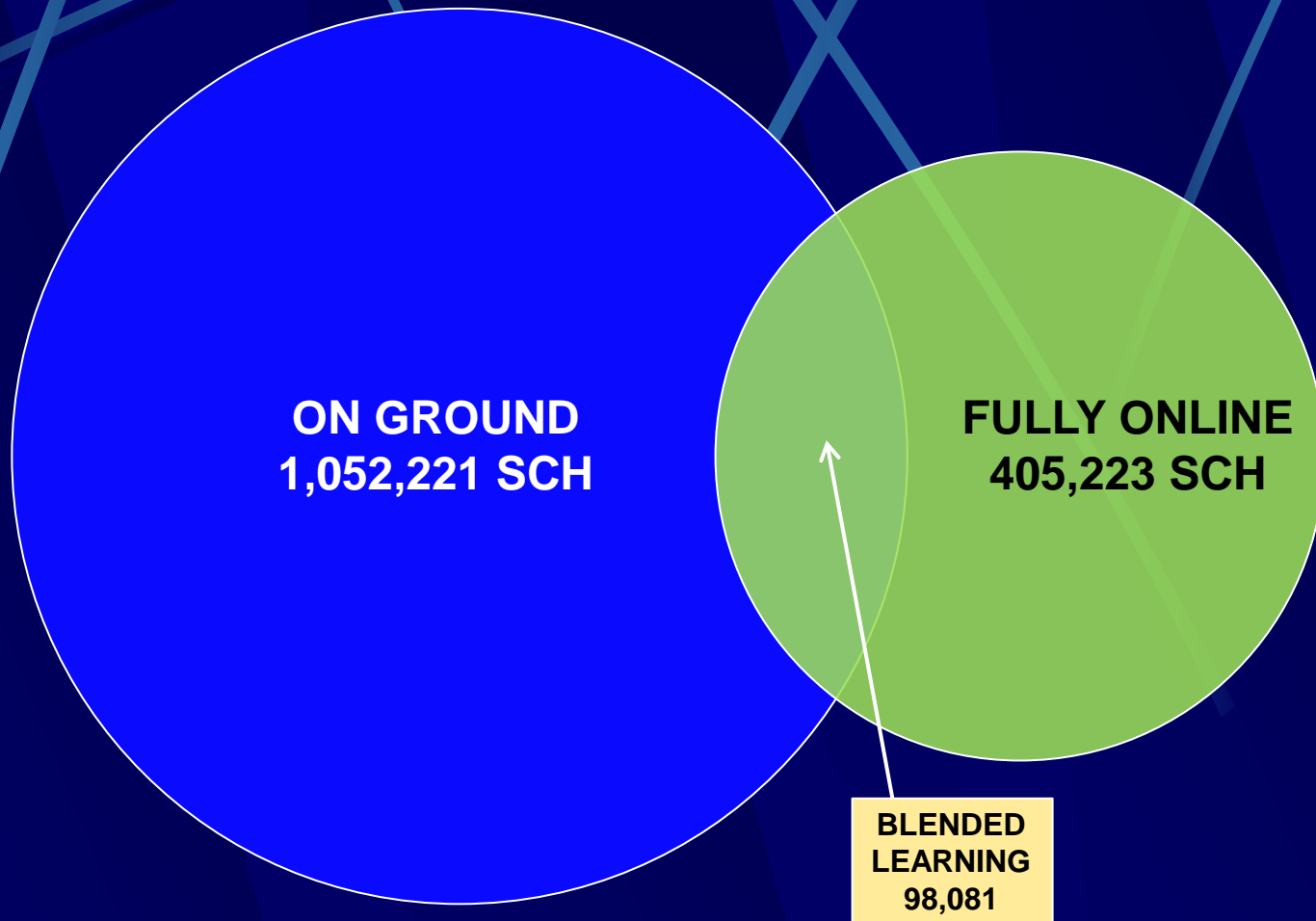
Fiscal Impact

- Provides capacity equivalent to >\$60M of classroom construction (which would have an annual operating cost of \$4.1M)
- More efficient use of existing classroom space
- Growth with quality

FY 2011-2012 Expenditures



FY 2011-2012 SCH



Other Benefits

- Students: increased flexibility, convenience, information fluency
(for many students, convenience = quality)
- Faculty: professional development, flexibility, teaching and research support
- UCF: expanded capacity, ability to serve students anywhere, buffers competition

Online@UCF Recognition

EDUCAUSE

- 2005: Teaching and Learning Award for Online Program

United States Distance Learning Association (USDLA)

- 2000: Excellence in Distance Learning Program Award

American Productivity and Quality Center and State Higher Education Executive Officers

- 1998: Faculty Development Award for Teaching with Technology

Online@UCF Recognition

Sloan Consortium

- 2012: Excellence in Institution-wide Online Education
- 2011: Mayadas Leadership Award (Joel Hartman)
- 2010: Excellence in Online Teaching (Glenda Gunter)
- 2009: Excellence in Online Teaching (Susan Wegmann)
- 2008: Ralph E. Gomory Award for Quality Online Education
- 2005: Outstanding Achievement in Online Education by an Individual (Chuck Dziuban)
- 2003: Excellence in Faculty Development for Online Teaching

Tegrity

- 2012: President's Award for Vision and Leadership (Hartman)

online@ucf

DISCUSSION

**University of Central Florida
BOARD OF TRUSTEES**

SUBJECT: State University System Annual Status Report on Market Tuition

DATE: September 27, 2012

PROPOSED BOARD ACTION

Information only.

BACKGROUND INFORMATION

Pursuant to Regulation 7.001(15)(c)(i), each university approved to offer market tuition rates shall provide an annual status report on the implementation of market tuition rates. Market tuition rates were first approved by the Board of Governors in February 2011 and many of the programs were not implemented in time to provide a status report to the Board of Governors last year. This annual status report will be provided to the Board of Governors in November 2012.

Supporting documentation: State University System Annual Status Report on Market Tuition

Prepared by: Diane Z. Chase, Executive Vice Provost

Submitted by: Tony Waldrop, Provost and Executive Vice President

**State University System
Annual Status Report on Market Tuition**

UNIVERSITY: University of Central Florida		Proposal 1	Proposal 2	Proposal 3	Proposal 4
		Executive and Professional Master in Business Administration Degree Programs (EMBA/PMBA) CIP Code: 52.0101	Professional Master of Science in Management Degree Program CIP Code: 52.0101	Professional Master of Science in Real Estate Degree Program CIP Code: 52.1501	Master of Science in Health Care Informatics Degree Program (Online Program) CIP Code: 51.0706
1	Degree Program and CIP Code	March 2011	March 2011	March 2011	November, 2011
2	Date the program was approved to charge market tuition.	\$44,000 / \$35,000	\$24,500	\$29,500	\$29,466
3	Tuition prior to market tuition rate approval.	\$47,000 / \$39,000	\$27,000	\$29,500	\$29,989
4	Current tuition (Fall 2012).				
5	Changes in tuition planned for the coming year (as of Fall 2013).	Incr. to \$50,000 / \$41,000	No changes planned	No changes planned	Incr. of \$523 to \$29989
6	Student enrollment in similar state funded programs prior to implementing market tuition (Headcount): Fall 2010				
7	Resident	363	28	24	99 total students across cohorts 2 & 3**
8	Non-Resident	19	0	0	0
9	Total	382	28	24	99 total students across cohorts 2 & 3**
10	Student enrollment in similar state funded programs after implementing market tuition (Headcount): Fall 2012				
11	Resident	393	28	24	45 students in 2nd cohort**
12	Non-Resident	32	0	0	0
13	Total	425	28	24	45 students in 2nd cohort**
14	Student Enrollment in market tuition cohort(s) (Headcount): Fall 2012				
15	Resident	150	30	0*	53 students in 3rd cohort, 52 in the 4th cohort**
16	Non-Resident	0	0	0	1 student
17	Total	150	30	0*	106 students across all cohorts
18	In a separate document, using the metrics in the initial proposal, assess the results of the market tuition implementation. Provide any programmatic/student feedback related to the implementation.	See attached.	See attached.	See attached.	See attached.

*New cohort has been delayed until Fall 2013 due to adverse real estate conditions. Expected enrollment in Fall 2013 is 26 resident students.

**In Fall 2010 there were two cohorts. One (the third cohort) was approved to become a market tuition rate program. The other (the second cohort) was not.

**University of Central Florida
State University System
Annual Status Report on Market Tuition
September 27, 2012**

Proposal 1: Executive and Professional Master in Business Administration Degree Programs (EMBA and PMBA)
CIP Code: 52.0101

Accountability Measures

Number of cohort EMBA and PMBA degree programs offered

Year Started	EMBA	PMBA
2012	1	2
2011*	1	2
2010	1	1
2009	1	2

*Market tuition rate implemented in Fall 2011.

Number of students enrolled

Term	EMBA	PMBA
Fall 2012	37	113
Fall 2011*	36	83
Fall 2010	46	85
Fall 2009	47	79

*Market tuition rate implemented in Fall 2011.

Compliance with the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and the Association to Advance Collegiate Schools of Business (AACSB) standards for accreditation:

Curriculum: Curriculum structure and course content are consistent with SACSCOC and AACSB standards.

Faculty: Faculty credentials are consistent with SACSCOC and AACSB standards.

Credit hours generated

Term	EMBA	PMBA
Fall 2011, Spring 2012, Summer 2012*	654	1,818
Fall 2010, Spring 2011, Summer 2011	825	1,582
Fall 2009, Spring 2010, Summer 2010	912	1,521

*Market tuition rate implemented in Fall 2011.

Program revenues relative to program costs

Fiscal Year	Revenues	Costs
2011-12	\$2,590,063	\$1,068,080
2010-11*	2,178,080	1,454,363
2009-10	2,339,146	1,569,971

*Market tuition rate implemented in Fall 2011.

Student satisfaction with the degree program

EMBA 2012 exit survey: Overall satisfaction with degree program 8.1 of 10

EMBA 2010 exit survey: Overall satisfaction with degree program 8.9 of 10

PMBA 2012 exit survey: Overall satisfaction with degree program 7.8 of 10

PMBA 2010 exit survey: Overall satisfaction with degree program 7.9 of 10

Note: Surveys conducted by Perception Research (EMBA Council)

Employer satisfaction with the degree program

Referrals and repeat business from employers are primary indicators of employer satisfaction with UCF's degree programs. Since 2009, the following major central Florida employers have sponsored multiple employees to the EMBA and PMBA degree programs: Lockheed Martin, Walt Disney World, Harris Corporation, Pershing, LLC, Oracle, Siemens, and ABB, Inc. Others employment partners include Darden, Florida Hospital, and Progress Energy.

Number of degrees conferred

Term	EMBA	PMBA
Fall 2011, Spring 2012, Summer 2012*	16	29
Fall 2010, Spring 2011, Summer 2011	22	50
Fall 2009, Spring 2010, Summer 2010	24	21

*Market tuition rate implemented in Fall 2011.

Summary

An inspection of our performance on the above eight accountability measures shows that achievements since the programs began charging market tuition rate are similar to those outcomes prior to the initiation of market tuition rate. Implementation of market tuition rate degree programs has gone well, although there is only one year of evaluation data for comparison. The competitive climate for the EMBA degree program, in particular, is intense. The College of Business Administration plans to maintain the same number of degree programs that they have had in the past few years, but increase enrollments in the existing sections.

Proposal 2: Professional Master of Science in Management Degree Program (PMSM)
CIP Code: 52.0101

Accountability Measures

Number of PMSM degree programs offered

Year Started	PMSM
2012	1
2011*	0
2010	1
2009	0

*Market tuition rate implemented in Fall 2011.

Number of students enrolled

Term	PMSM
Fall 2012	30
Fall 2011*	0
Fall 2010	28
Fall 2009	20

*Market tuition rate implemented in Fall 2011.

Compliance with SACSCOC and AACSB standards for accreditation

Curriculum: Curriculum structure and course content are consistent with SACSCOC and AACSB standards.

Faculty: Faculty credentials are consistent with SACSCOC and AACSB standards.

Credit hours generated

Term	PMSM
Fall 2011, Spring 2012, Summer 2012*	186
Fall 2010, Spring 2011, Summer 2011	636
Fall 2009, Spring 2010, Summer 2010	306

*Market tuition rate implemented in Fall 2011.

Program revenues relative to program costs

Fiscal Year	Revenues	Costs
2011-12	\$271,874	\$103,583
2010-11*	476,436	310,980
2009-10	264,548	251,120

*Market tuition rate implemented in Fall 2011.

Student satisfaction with the degree program

An external measure of student satisfaction for the PMSM degree program is in the process of being developed and will be available for use with the 2012 cohort.

Employer satisfaction with the degree program

Referrals and repeat business from employers are primary indicators of employer satisfaction with UCF's degree programs. The 2012 PMSM degree cohort is now being delivered. The following major central Florida employers have sponsored multiple employees to the PMSM degree program: Darden, Walt Disney World, Target, and Wyndham Vacation Hotels.

Number of degrees conferred

Term	PMSM
Fall 2011, Spring 2012, Summer 2012*	0**
Fall 2010, Spring 2011, Summer 2011	26
Fall 2009, Spring 2010, Summer 2010	20

* Market tuition rate implemented in Fall 2011.

**Represents break in cohort enrollment.

Summary:

UCF graduated students from two PMSM degree programs and recently started a new cohort in Fall 2012. Enrollments for the Fall 2012 degree program were robust. Implementation of market tuition rate programs has gone well. The number of students in the new cohort suggests that the tuition increase has not affected enrollment in the PMSM degree. Action will be taken to sustain enrollment at approximately 30 students, which was the level of the Fall 2012 cohort.

Proposal 3: Professional Master of Science in Real Estate Degree Program (PMRE)**CIP Code:** 52.1501**Accountability Measures****Number of PMRE degree programs offered**

Year Started	PMRE
2012	0**
2011*	0
2010	1
2009	0

* Market tuition rate implemented in Fall 2011.

**No students currently enrolled. (See below for discussion of delay in cohort.)

Number of students enrolled

Term	PMRE
Fall 2012	0**
Fall 2011*	20
Fall 2010	25
Fall 2009	0

* Market tuition rate implemented in Fall 2011.

**Next cohort will begin in Fall 2013.

Compliance with SACSCOC and AACSB standards for accreditation*Curriculum:* Curriculum structure and course content are consistent with SACSCOC and AACSB standards.*Faculty:* Faculty credentials are consistent with SACSCOC and AACSB standards.**Credit hours generated**

Term	PMRE
Fall 2011, Spring 2012, Summer 2012*	120
Fall 2010, Spring 2011, Summer 2011	570
Fall 2009, Spring 2010, Summer 2010	0

*Market tuition rate implemented in Fall 2011.

Program revenues relative to program costs

Fiscal Year	Revenues	Costs
2011-12	\$210,627	\$ 70,711
2010-11*	355,244	259,426
2009-10	21,100**	68,264**

* Market tuition rate implemented in Fall 2011.

**Program began in June 2010; revenues lag expenses.

Student satisfaction with the degree program

An external measure of student satisfaction for the PMSM degree program will be developed and available for use with the Fall 2013 cohort.

Employer satisfaction with the degree program

We have experience with only two cohorts, thus we do not yet have information on referrals and repeat business from firms.

Number of degrees conferred

Term	PMRE
Fall 2011, Spring 2012, Summer 2012*	21
Fall 2010, Spring 2011, Summer 2011	0
Fall 2009, Spring 2010, Summer 2010	0

*Market tuition rate implemented in Fall 2011.

Summary

Implementation of market tuition rate programs has gone well. Students have graduated from two PMRE cohorts; the most recent graduated in Fall 2011. A new cohort will begin in Fall 2013. We originally planned to start the cohort in January 2013, but we believe a delay until the fall is prudent given the challenging real estate market in central Florida. Tuition for the Fall 2013 degree program will be the same as it was for the Fall 2011 cohort. Actions will be taken to increase enrollments in the cohort that begins in Fall 2013.

Proposal 4: Master of Science in Health Care Informatics Degree Program (HCI) (Online Program)
CIP Code: 51.0706

Accountability Measures

Year started and number of cohorts

Semester Started	Cohorts
Cohort 4 – Fall 2012	3
Cohort 3 – Fall 2011*	2
Cohort 2 – Fall 2010	1
Cohort 1 – Fall 2009	1

*Market tuition rate implemented in Spring 2012.

Note: the cohort beginning in Fall 2011 ran one semester as “cost recovery” and then converted to market tuition rate in January of 2012.

Headcount at program inception

Semester Started	Headcount
Cohort 4 – Fall 2012	53
Cohort 3 – Fall 2011*	54
Cohort 2 – Fall 2010	45
Cohort 1 – Fall 2009	26

*Market tuition rate implemented in Spring 2012. Headcount for each cohort is based on the number of students enrolled in classes during the first term of the cohort. Program attrition is not computed into these data.

Students graduating from program by original cohort

Semester Started	Number of Graduates
Cohort 4 – Fall 2012	Not yet available
Cohort 3 – Fall 2011*	32
Cohort 2 – Fall 2010	15
Cohort 1 – Fall 2009	0

*Market tuition rate implemented in Spring 2012. Fall 2012 numbers are not yet available.

Compliance with SACS standards for accreditation

Curriculum: Curriculum structure and course content are consistent with SACS standards.

Faculty: Faculty credentials are consistent with SACS standards.

Percent of full-time faculty teaching program section offerings

Semester Started	Percent of Sections	Percent of SCHs
Cohort 4 – Fall 2012	66.7% *	68.6% *
Cohort 3 – Fall 2011*	80.0%	79.8%
Cohort 2 – Fall 2010	81.8%	85.7%
Cohort 1 – Fall 2009	88.9%	90.0%

*Market tuition rate implemented in Spring 2012. Cohorts three and four are in progress. Further, cohort four is in its first semester. The only course that is taught by an adjunct in this program is one that is scheduled in the first semester, and it is a specialized class taught by an adjunct.

Student credit hours per cohort

Cohort	Cohort Duration	Total SCH Generated
Cohort 4 – Fall 2012	F12,S13,U12,F13,S14	420*
Cohort 3 – Fall 2011*	F11, S12,U12,F12,S13	1,640*
Cohort 2 – Fall 2010	F10,S11,U11,F11,S12	949
Cohort 1 – Fall 2009	F09,S10,U10,F10,S11	717

*Market tuition rate implemented in Spring 2012. Cohort three began as a cost recovery program and then converted to a market tuition rate program in Spring 2012. Thus, two entries are made for cohort three. The first entry includes the SCHs earned after the conversion, and the second entry includes only the fall semester before the program became a market tuition rate program. Please note that cohorts three and four are still in process. These programs are on-going.

Program revenues relative to program costs

Cohort	Revenues	Expenses
Cohort 4 – Fall 2012	\$308,133.84	\$ 85,878.94
Cohort 3 – Fall 2011*	874,778.43	379,944.48
Cohort 2 – Fall 2010	630,802.01	481,070.41
Cohort 1 – Fall 2009	346,098.87	291,674.47

*Market tuition rate implemented in Spring 2012. Cohorts three and four are ongoing and still accumulating revenue and incurring expenses. Data are current to September 4, 2012.

Student Satisfaction

After the conclusion of each cohort, the program surveys all graduating participants and inquires about their satisfaction with the overall program. The first two surveys yielded a response rate of more than 80 percent. While we do not have results from cohort three (they do not graduate until May 2013), the results for the previous two cohorts indicate that 88.9 percent of the students were either *satisfied* or *very satisfied* and 11.1 percent were neither *satisfied* nor *dissatisfied* with their overall education received from the M.S. in health care informatics.

Employer Satisfaction

After the conclusion of each cohort, an electronic survey is sent to the supervisor at each graduate's current place of employment inquiring how satisfied they are with the HCI alumnus they either hired or they continued to employ.

While data are not available for cohort three, data from the first two cohorts indicate that overall 100 percent of employers feel that the HCI graduates had the requisite knowledge to do their job. Further, 87.5 percent said they would hire an HCI graduate in the future, and the same percent stated that they were satisfied with the educational preparedness of their employee upon completion of the HCI degree program.

**University of Central Florida
BOARD OF TRUSTEES**

SUBJECT: Tenure with Hire

DATE: September 27, 2012

PROPOSED BOARD ACTION

Approval of tenure with hire.

BACKGROUND INFORMATION

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

Supporting documentation: 2012-13 Tenure with Hire Justifications

Prepared by: Diane Z. Chase, Executive Vice Provost

Submitted by: Tony Waldrop, Provost and Executive Vice President

2011-12 Tenure with Hire Justifications
Board of Trustees
September 27, 2012

College of Business Administration

Dr. Paul Jarley, dean
Dean's Office

Dr. Paul Jarley received his Ph.D. degree in industrial relations from the University of Wisconsin-Madison. For the past five years, Dr. Jarley served as dean and professor of management for the College of Business at the University of Nevada-Las Vegas. His international academic experiences include a visiting professorship at Zhejiang University in Hangzhou, China; teaching at the Burgundy School of Business in Dijon Bourgogne, France; and serving as a visiting Fulbright Research Scholar at the University of Melbourne in Australia. Dr. Jarley is widely published in numerous peer-reviewed journals including the *Industrial Relations Journal*, *British Journal of Industrial Relations*, *Journal of Labor Research*, and the *Academy of Management Journal*. He also serves on the editorial board of the *Journal of Labor Research*. The Department of Management and the College of Business Administration support his tenure with hire.

College of Education

Dr. Malcolm Butler, associate professor
School of Teaching, Learning, and Leadership

Dr. Malcolm Butler received his Ph. D. degree in curriculum and instruction, science education from the University of Florida. Dr. Butler has published numerous research articles, has co-authored three books, and has co-authored chapters in six books. He has disseminated his work at state, regional, national, and international meetings of scholarly societies in his field. Dr. Butler brings a National Science Foundation grant to UCF that includes funding for a post-doctoral student for each of the four years of the grant. The School of Teaching, Learning, and Leadership and the College of Education support his tenure with hire.

Dr. Matthew Marino, associate professor
Department of Child, Family, and Community Sciences

Dr. Matthew Marino received his Ph.D. degree in special education from the University of Connecticut. His research focuses on the enhancement of Science, Technology, Engineering, and Mathematics curricular materials by technological utilization of Universal Design for Learning. He has received seven funded awards, including three recent research grants as co-PI totaling \$1.4 million. Dr. Marino has published 12 refereed professional journal articles, one book chapter, and three conference proceedings. He has presented his research at three international conferences, seven national conferences, and six regional conferences, and he has received seven national professional honors in his field. Dr. Marino is a member of five professional associations. He serves on the boards, or as a reviewer, for nine association or

professional journals. The Department of Child, Family, and Community Sciences and the College of Education support his tenure with hire.

College of Health and Public Affairs

Dr. George Jacinto, associate professor School of Social Work

Dr. George Jacinto received his Ph.D. degree in social work from Barry University. Prior to coming to UCF, he was the director of the master's of social work program in the Department of Social Work at Arkansas State University where he obtained the rank of associate professor with tenure. He is a prolific writer with more than 24 publications, including 11 peer-reviewed journal articles, six book chapters, and one book. Dr. Jacinto serves as guest editor for two special issues of the *Journal of Social Service Research*. The School of Social Work and the College of Health and Public Affairs support his tenure with hire.

Dr. Lynette Feder, professor and assistant dean Department of Criminal Justice

Dr. Lynette Feder received her Ph.D. degree in criminal justice from the State University of New York at Albany. Prior to coming to UCF, she was a professor in the College of Liberal Arts and Sciences at Portland State University. She has published 26 refereed journal articles, six book chapters, and one book. Dr. Feder has served on several national review panels, is a current fellow of the Academy of Experimental Criminology, and is the recipient of nearly \$3 million in federal research grants. The Department of Criminal Justice and the College of Health and Public Affairs support her tenure with hire.

College of Medicine

Dr. Sampath Parthasarathy, professor Burnett School of Biomedical Sciences

Dr. Sampath Parthasarathy received his Ph.D. degree in biochemistry from the Indian Institute of Science in Bangalore, India. His academic and research experience includes post-doctoral research at Kyoto University in Japan, Duke University, and the University of Minnesota. Dr. Parthasarathy brings extensive research experience to the school with over 25 years of continuous funding as a principal investigator on two National Institute of Health grants. In addition, he is a highly cited author with over 225 publications and 23,036 citations. The Burnett School of Biomedical Sciences and the College of Medicine support his tenure with hire.

College of Nursing

Dr. Linda Howe, associate professor
College of Nursing

Dr. Linda Howe received her Ph.D. degree in higher education from the University of South Carolina and a master's degree in critical care from Texas Women's University in Dallas, Texas. She has completed post-doctoral study in genetics and in pharmacogenomics. In her role as tenured associate professor at Clemson University, she contributed to the development of an interdisciplinary Ph.D. in healthcare genetics. She has published 13 peer-reviewed publications; one DVD production; one copyrighted, self-published, and distributed teaching tool; two non-referred publications; and a book chapter. In 2010, she received a \$1.5 million privately funded grant for her work on determining risk for deep tissue injury. She serves on the Board of Governors National League for Nursing and as a program site visitor for the Carolina Board of Nursing. The College of Nursing supports her tenure with hire.

College of Optics and Photonics

Dr. Konstantin Vodopyanov, professor
College of Optics and Photonics

Dr. Konstantin Vodopyanov received a D.Sc. (habilitation) degree in physics and mathematics from the Lebedev Physical Institute in Moscow and a Ph.D. degree in physics and mathematics from Prokhorov General Physical Institute in Moscow. His international academic and research positions include senior research scientist at the Edward L. Ginzton Laboratory at Stanford University in California, assistant professor at Moscow Phys-Tech in Moscow, Alexander von Humboldt Fellowship at the University of Bayreuth in Germany, and a Royal Society research fellowship and lecturer at Imperial College in London. Dr. Vodopyanov leads the laser group at Inrad, and he was the director of mid-IR systems at Picarro. He has authored over 325 refereed publications, proceedings, books, and book chapters, and holds 15 patents. He is a fellow of the American Physical Society, SPIE - International Society for Optical Engineering, Optical Society of America, and the United Kingdom's Institute of Physics. The College of Optics and Photonics supports his tenure with hire.

**University of Central Florida
Board of Trustees**

SUBJECT: Approvals regarding university depositories

DATE: September 27, 2012

PROPOSED BOARD ACTION

Approve depositories into which university funds may be deposited, authorize the president or his designee to transfer funds between depositories, and designate university employees to sign checks for payment of university obligations.

BACKGROUND INFORMATION

Florida Statutes 1011.42(1) requires that “the board of trustees of each university shall designate the depositories in which any university funds may be deposited. No bank shall be designated unless it is a qualified depository as provided by Florida Statutes.”

Florida Statutes 1011.42(6) requires that “the university president or his or her designee, after having been specifically authorized by the university board of trustees, may transfer funds from one depository to another, within a depository, to another institution, or from another institution to a depository for investment purposes and may transfer funds to pay expenses, expenditures, or other disbursements, evidenced by an invoice or other appropriate documentation.”

And Florida Statutes 1011.42(7) requires that “the university board of trustees shall specifically designate and spread upon the minutes of the board the legal name and position title of any university employee authorized to sign checks to pay legal obligations of the university.”

In accordance with these statutes, we list the specific depositories and individuals to be approved in Attachment A.

Supporting documentation:

Depositories and authorized individuals (Attachment A)

Copy of Florida Statutes 1011.42 (Attachment B)

Partial list of qualified depositories from State Treasury website (Attachment C)

Prepared by: Vanessa Fortier, Associate Vice President for Administration and Finance

Submitted by: William F. Merck II, Vice President for Administration and Finance
and Chief Financial Officer

Attachment A
Depositories and Authorized Individuals – F. S. 1011.42

FS 1011.42(1) Approval of university depositories.

Bank of America, NA
Charlotte, NC

CNLBank
Orlando, FL

Department of Financial Services
Florida Treasury

State Board of Administration

FS 1011.42(6) Approval for the university president or his designee to transfer funds from one depository to another.

FS 1011.42(7) Designation of university employees to sign checks to pay legal obligations of the university.

William F. Merck II
Vice President for Administration and Finance and Chief Financial Officer

Vanessa Fortier
Associate Vice President for Administration and Finance

Tracy Clark
Assistant Vice President and Controller

Christina Tant
Senior Associate Controller

Tera Alcala
Assistant Controller

Attachment B

Florida Statutes 1011.42

1011.42 University depositories; deposits into and withdrawals from depositories.—

- (1) The board of trustees of each university shall designate the depositories in which any university funds may be deposited. No bank shall be designated unless it is a qualified depository as provided by Florida Statutes.
- (2) All funds received by a university, from whatever source and for whatever purpose, shall promptly be deposited in a board of trustees approved qualified depository.
- (3) The board of trustees shall require an accurate and complete set of accounts to be maintained in the books and records for each fund on deposit in each university depository. Each account shall show the amount subject to withdrawal, the amount deposited, the amount expended, and the balance of the account.
- (4) The university may maintain a separate checking account for each fund or may utilize a single checking account for the deposit and withdrawal of moneys from all funds and segregate the various funds on the books and records only. No check or withdrawal shall be drawn in excess of the balance to the credit of the appropriate fund.
- (5) Funds awaiting clearing may be invested in investments earning interest in a qualified depository, in the State Treasury, and in the State Board of Administration. Investments of university funds shall comply with the requirements of Florida Statutes for the investment of public funds by local government. Due diligence shall be exercised to assure that the highest available amount of earnings is obtained on investments.
- (6) The university president or his or her designee, after having been specifically authorized by the university board of trustees, may transfer funds from one depository to another, within a depository, to another institution, or from another institution to a depository for investment purposes and may transfer funds to pay expenses, expenditures, or other disbursements, evidenced by an invoice or other appropriate documentation.
- (7) The university board of trustees shall specifically designate and spread upon the minutes of the board the legal name and position title of any university employee authorized to sign checks to pay legal obligations of the university.

Attachment C

Partial List of Qualified Depositories - State Treasury Website

The following Qualified Public Depositories are authorized to hold public deposits. The cities and states listed are the home office locations. Only Florida branches of these institutions are allowed to hold Florida public deposit accounts.

QPD Name	City	State
1st National Bank of South Florida	Homestead	FL
1st United Bank	Boca Raton	FL
Alarion Bank *	Ocala	FL
American Enterprise Bank of Florida	Jacksonville	FL
American Momentum Bank	Tampa	FL
American National Bank	Oakland Park	FL
Ameris Bank	Moultrie	GA
Anthem Bank & Trust	Plaquemine	FL
BAC Florida Bank	Coral Gables	FL
BMO Harris Bank, N.A.	Chicago	IL
Banco Popular North America	New York	NY
Bankcorp South Bank	Tupelo	MS
Bank of America, N.A.	Charlotte	NC
Bank of Belle Glade	Belle Glade	FL
Bank of Central Florida	Lakeland	FL
Bank of Jackson County	Graceville	FL
Bank of St. Augustine	St. Augustine	FL
Bank of the South	Pensacola	FL
BankAtlantic 04/01/2014	Fort Lauderdale	FL
BankFirst	Winter Park	FL
BankTrust	Mobile	AL
BankUnited, N.A.	Miami Lakes	FL
Beach Community Bank 09/30/2012	Fort Walton Beach	FL
Branch Banking & Trust Company	Winston-Salem	NC
Brannen Bank	Inverness	FL
1 2 3 4 5 6 7 8 (176 records in 8 pages)		

The following Qualified Public Depositories are authorized to hold public deposits. The cities and states listed are the home office locations. Only Florida branches of these institutions are allowed to hold Florida public deposit accounts.

QPD Name	City	State
Broward Bank of Commerce	Fort Lauderdale	FL
CB Bank	Elkwood Branch	FL
CBC National Bank	Fernandina Beach	FL
CCB Community Bank	Archuleta	CO
CNLBank *	Orlando	FL
Cadence Bank, N.A.	Birmingham	AL
Capital Bank, N.A.	Coral Gables	FL
Capital City Bank	Tallahassee	FL
Centennial Bank	Conway	AR
Center State Bank of Florida, N.A.	Winter Haven	FL
Central Bank	Tampa	FL
Charlotte State Bank & Trust	Plant Charlotte	FL
CharterBank	West Point	GA
Chippola Community Bank	Monticello	FL
Citibank, N.A.	Sioux Falls	SD
Citizens Bank & Trust	Fort Pierce	FL
Citizens Bank of Florida *	Oviedo	FL
Citizens First Bank	The Villages	FL
Citizens State Bank	Perry	FL
City National Bank of Florida	Miami	FL
Coconut Grove Bank	Miami	FL
Columbia Bank	Lake City	FL
Community Bank & Trust of Florida	Ocala	FL
Community Bank of Broward	Dania Beach	FL
Community Bank of Florida *	Homestead	FL
1 2 3 4 5 6 7 8 (176 records in 8 pages)		

**University of Central Florida
Board of Trustees**

SUBJECT: Release of Unrestricted Golden Knights Corporation Revenues

DATE: September 27, 2012

PROPOSED BOARD ACTION

Approve the release of revenues above budgeted obligations from the Golden Knights Corporation to the UCF Athletics Association for 2012-13.

BACKGROUND INFORMATION

The attached document is the 2012-13 budget approved by the Golden Knights Corporation's board reflecting projected unrestricted excess revenues of \$5,778,625 to be available for transfer to UCFAA. We request approval to release uncommitted funds to UCFAA.

Supporting documentation:

Golden Knights Corporation 2012-13 budget (Attachment A)

Prepared by: John C. Pittman, Assistant Vice President for Debt Management,
Administration and Finance

Submitted by: William F. Merck II, Vice President, Administration and Finance
and Chief Financial Officer

Golden Knights Corporation FY2012-13 Proposed Budget REVISED April 27, 2012	Budgeted 2011-12	Projected FYE 2011-12	Proposed 2012-13	% Inc (Dec) from 2011-12 Budget	% Inc (Dec) from 2011-12 Actuals
Operating Revenues (Sources of Funds)					
Ticket Sales	\$ 3,380,282	\$ 3,253,246	\$ 3,380,282	0.0%	3.9%
Advertising and Sponsorships	204,000	204,000	209,000	2.5%	2.5%
Concessions	150,000	150,000	150,000	0.0%	0.0%
Catering	35,000	35,000	35,000	0.0%	0.0%
Merchandise Sales	250,000	250,000	250,000	0.0%	0.0%
Other Revenues ¹	170,000	100,000	170,000	0.0%	70.0%
Premium Seating	1,662,000	1,580,000	1,610,750	(3.1%)	1.9%
Naming Rights ²	500,000	500,000	1,250,000	150.0%	150.0%
Parking ³	80,000	-	-	(100.0%)	-
Total Operating Revenues	\$ 6,431,282	\$ 6,072,246	\$ 7,055,032	9.7%	16.2%
Non-Operating Revenue					
Additional Funds Pledged from UCFAA Revenues					
UCFAA Rent	\$ 1,336,000	\$ 1,336,001	\$ 1,455,000	8.9%	8.9%
Non-Conference Away Game Guarantees	850,000	850,000	1,050,000	23.5%	23.5%
Conference USA Distribution	1,573,828	1,573,828	1,414,550	(10.1%)	(10.1%)
Total Additional Funds Pledged from UCFAA Revenues	\$ 3,759,828	\$ 3,759,829	\$ 3,919,550	4.2%	4.2%
Additional Funds to be Used to Pay Taxable Debt					
Fundraising	564,180	587,687	550,001	(2.5%)	(6.4%)
Excess Revenues from Beverage Agreement	180,000	180,000	180,000	0.0%	0.0%
Total Additional Funds to be Used to Pay Taxable Debt	\$ 744,180	\$ 767,687	\$ 730,001	(1.9%)	(4.9%)
Total Non-Operating Revenue	\$ 4,504,008	\$ 4,527,516	\$ 4,649,551	3.2%	2.7%
Total Sources of Funds	\$ 10,935,289	\$ 10,599,762	\$ 11,704,583	7.0%	10.4%
Debt Service					
Tax-Exempt Bond Interest	2,014,285	2,014,285	1,973,685	(2.0%)	(2.0%)
Tax-Exempt Bond Principal	1,015,000	1,015,000	1,055,000	3.9%	3.9%
Taxable Bond Interest	255,858	145,500	200,000	(21.8%)	37.5%
Additional Principal Payment on Taxable Bonds	1,244,180	1,220,672	1,208,001	(2.9%)	(1.0%)
TOTAL Debt Service	\$ 4,529,323	\$ 4,395,457	\$ 4,436,686	(2.0%)	0.9%
Net Income Available for Operations & Maintenance	\$ 6,405,967	\$ 6,204,305	\$ 7,267,897	13.5%	17.1%
Less: Operating Expenses					
Utilities	\$ 281,521	\$ 256,521	\$ 244,180	(13.3%)	(4.8%)
Insurance	121,339	121,339	127,405	5.0%	5.0%
Grounds	50,804	77,804	51,876	2.1%	(33.3%)
Fulfillment Costs (IMG)	122,834	122,834	127,747	4.0%	4.0%
Foundation Fees ⁴	63,960	83,467	135,230	111.4%	62.0%
Recurring Maintenance	128,040	128,040	138,633	8.3%	8.3%
Non-recurring maintenance	34,500	34,500	44,200	28.1%	28.1%
Other	15,450	18,414	20,000	29.4%	8.6%
Total Operating Expenses	\$ 818,447	\$ 842,919	\$ 889,272	8.7%	5.5%
Net Operating Surplus/(Deficit)	\$ 5,587,519	\$ 5,361,386	\$ 6,378,625	14.2%	19.0%
Less: Deposit to Reserve Accounts	\$ 600,000	\$ 600,000	\$ 600,000	0.0%	0.0%
Less: Return of Non-Operating Revenue to UCFAA	\$ 3,759,828	\$ 3,759,829	\$ 3,919,550	4.2%	4.2%
Unrestricted Net Cash Flow Available to Transfer to UCFAA	\$ 1,227,691	\$ 1,001,557	\$ 1,859,075	51.4%	85.6%

¹ - Other revenues are currently interest income from the various funds. The deficit in the 2011-12 budget is due to insufficient MADS balance in the debt service reserve fund. Therefore, funds were not released by the Trustee.

² - According to the revised agreement, Bright House Networks will pay \$1.25 million for the naming rights of the stadium in 2012-13.

³ - The parking line item has been removed from the Golden Knights Corporation budget because the revenue should be classified as UCF Athletics Association revenue.

⁴ - Foundation fees increased significantly from last year's budget due to the increase of its processing fee and the higher naming rights payment.

**University of Central Florida
Board of Trustees**

SUBJECT: Naming of the Presentation Room in the Graduate Student Center

DATE: September 27, 2012

PROPOSED BOARD ACTION

To authorize the naming of the Presentation Room in the UCF Graduate Student Center to be "The Patricia Bishop Presentation Room."

BACKGROUND INFORMATION

The UCF Graduate Student Center has been developed by the College of Graduate Studies in partnership with the Graduate Student Association. The center is located in the newly renovated space on the ground floor of Colbourn Hall adjacent to the new UCF Writing Center. A Presentation Room in the center is designed for the presentation of professional and personal development workshops for graduate students,

Dr. Patricia Bishop was first the Director of Graduate Studies and then the Vice Provost and Dean of the College of Graduate Studies at the University of Central Florida for eighteen years until her recent retirement in January 2012. Under her leadership, graduate education became a prominent component of the University of Central Florida, and she was recognized for her efforts on behalf of graduate students at UCF. The naming of the Presentation Room in her honor will be a fitting tribute to her efforts on behalf of UCF graduate students.

Supporting documentation:

Support letter from Matt Bagwell, President for Graduate Student Association

Prepared by: C. Ross Hinkle, Interim Vice Provost and Dean of Graduate Studies

Submitted by: Tony Waldrop, Provost and Executive Vice President

August 17, 2012

To the Members of the Board of Trustees:

On behalf of the graduate students at the University of Central Florida, it gives me great pleasure to write this letter in support of honoring Dr. Patricia Bishop, Vice Provost and Dean of the College of Graduate Studies.

Dr. Bishop has been a stalwart supporter of graduate students; and under her leadership, the graduate student community has flourished. Dr. Bishop has always had an “open door” policy and when students came to her with ideas or complaints, she listened. When students felt like they did not have a voice, she fostered the development of the Graduate Student Association since its inception in 2003. Without her support, this rapid growth would not have been possible. When students came to her requesting health insurance, she became the driving force behind advocating for, and eventually obtaining, graduate student health insurance. Finally, when graduate students asked for a space on campus that was dedicated to their needs, she worked with students to create the Graduate Student Center. This Graduate Student Center will be a place where graduate students from across disciplines can come to connect, study, join seminars, attend research defense presentations, and participate in social events. The Center will foster a Graduate Community at UCF and facilitate interdisciplinary discussion and collaboration. This Center is a shining example of the extraordinary things that can come out of collaboration between students and administration.

By naming the presentation room in the new Graduate Student Center after Dr. Patricia Bishop, you will be honoring her dedication to the graduate students at the University of Central Florida.

Best Regards,

Matt Thomas Bagwell

President of the Graduate Student Association of the University of Central Florida

**University of Central Florida
Board of Trustees**

SUBJECT: Request to Establish Market Tuition Rate for Master of Science in Engineering Management Degree Program

DATE: September 27, 2012

PROPOSED BOARD ACTION

Approval of the Request to Establish Market Tuition Rates for Master of Science in Engineering Management Degree Program.

BACKGROUND INFORMATION

Pursuant to Regulation 7.001(15), university Board of Trustees may submit market tuition rate proposals for the Board of Governors' approval.

The College of Engineering and Computer Science in partnership with the Division of Continuing Education requests approval to establish market tuition rates for the master of science in engineering management degree program – professional science master's track.

Supporting documentation:

Request to Establish Market Tuition Rates for Master of Science in Engineering Management Degree Program

Prepared by: Diane Z. Chase, Executive Vice Provost for Academic Affairs

Submitted by: Tony Waldrop, Provost and Executive Vice President

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)
University of Central Florida
Master of Science in Engineering Management Degree Program
Professional Science Master's Track**

Date

University Board of Trustees approval date: September 27, 2012

Proposed Implementation Date (month/year): January 2013

Description

Describe the program in which market tuition is being requested.

The master of science degree in engineering management - professional science master's track (M.S.E.M. - P.S.M.) is a cohort-based program where specific cohorts are established periodically based on needs of industry. Currently, the cohorts are based at the UCF Orlando campus and at the UCF Palm Bay campus. The cohorts begin in alternating years, at alternating locations, and are designed to be completed in approximately 18 to 20 months. This degree program focuses on effective decision-making and successful project delivery in engineering and technology organizations. The M.S.E.M. - P.S.M. degree program is tailored to meet the needs of experienced, working professionals. Research studies are required in one or more courses. The research study and report will focus on reviewing and analyzing contemporary research in the profession in order to help students acquire knowledge and skills pertaining to research-based best practices.

Has the program been approved pursuant to Regulation 8.011?

Yes. CIP Code: 15.1501

Diploma: Master of Science - Engineering Management - Professional Science Master's Track

Start Date: August 2011

Does the program lead to initial licensing or certification?

This program does not lead to initial licensing or certification.

Is the program identified as a state critical workforce need?

No, the M.S.E.M. - P.S.M. is not part of the identified state critical workforce need. However, STEM (which includes engineering), is one of the proposed "Areas of Programmatic Strategic Emphasis" identified by the State of Florida Board of Governors.

As shown in Figure 1, the United States Department of Labor projects an increase in the need for engineering and natural science managers. The UCF M.S.E.M. - P.S.M. degree program teaches the professional skills necessary to fulfill the projected increased need for engineering and natural science managers.

Figure 1. The Projected Need for Engineering and Natural Science Managers

Occupational Title	Standard Occupational Classification Code	Employment, 2010	Projected Employment, 2020	Change, 2010-20	
				Number	Percent
Natural sciences managers	11-9121	49,300	53,100	3,800	8
Architectural and Engineering managers	11-9041	176,800	192,000	15,200	9
Total	-	226,100	245,100	19,000	8

Taken from United States Department of Labor's Bureau of Labor Statistics *Occupational Outlook Handbook*, 2012-2013 Edition

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates – Regulation 7.001(15)**

Are the program's admission and graduation requirements the same as other similar programs?

Admission requirements:

The minimum admission requirements for the M.S.E.M. - P.S.M. degree program are the same as other similar programs in engineering and natural science at UCF: (1) a bachelor's degree or equivalent from a regionally accredited U.S. institution or its equivalent from a foreign institution, and (2) a 3.0 GPA or better in all work attempted as an undergraduate student, or (3) a 3.0 GPA or better in all work attempted while registered as an upper division student, or (4) a graduate or professional degree from a regionally accredited U.S. institution or its equivalent in a field related to the discipline of the program to which the applicant is applying. Additional specific requirements for the M.S.E.M. - P.S.M. degree program are (1) an undergraduate degree in engineering or a closely related field, (2) five years' work experience, (3) a current resume, and (4) a goal statement.

Additional information regarding UCF graduate admission requirements can be found at:

http://www.admissions.graduate.ucf.edu/Admission_Requirements.

Graduation Requirements:

The graduation requirements for the M.S.E.M. - P.S.M. degree program are similar to those of other graduate programs delivered by the Department of Industrial Engineering and Management Systems. Students are required to complete 30 semester hours of coursework (including a capstone course), pass the oral comprehensive exam, and achieve at least a 3.0 overall GPA in order to graduate.

Market Tuition Rate and Process

What is the market tuition rate to be charged for each of the next three years? What is the current tuition rate? Explain the process used to determine market tuition. Provide tuition rates from at least five other institutions (private and public).

What is the market tuition rate to be charged for each of the next three years?

The market tuition rate includes all associated student fees, marketing, faculty development, and instructional costs:

- Cohort beginning 2013: \$29,950
- Cohort beginning 2014: \$29,950
- Cohort beginning 2015: \$29,950
- Cohort beginning 2016: \$29,950

Explain the process used to determine market tuition.

The tuition for this program was determined by

- evaluating five direct competitors, comparing their tuition costs as well as their curriculum and online availability
- reviewing the budget execution for four previous cohorts using the cost-recovery model
- collaborating with industry partners to understand what the sponsoring companies were willing to support.

What is the current tuition rate?

\$29,500 (Fall 2012). This program is currently operating as a cost-recovery program.

Provide tuition rates from at least five other institutions (private and public)

We identified the following programs and tuition rates (rates do not include fees):

- Stevens Institute of Technology
 - M.S. in engineering management: \$1,220 per hour x 30 hours = \$36,600
 - M.S. degree in systems engineering: \$1,220 per hour x 30 hours = \$36,600
- Florida Institute of Technology - M.S. degree in engineering management: \$1,123 per hour x 30 hours = \$33,690

**State University System
Florida Board of Governors
Request to Establish Market Tuition Rates - Regulation 7.001(15)**

- Florida International University - professional M.S. degree in engineering management: \$27,877
- University of Florida - M.S. degree in outreach engineering management: \$29,920
- Embry-Riddle Aeronautical University - master of systems engineering: \$30,000

Similar Program(s) Offered by Other State Universities

Describe any similar programs offered by another state university system institution:

University of South Florida - \$14,003 - \$26,738 (not including fees). The professional master's degree program is a 30 credit-hour degree program that includes 12 core classes, six credit-hours of thesis, and 12 credit-hours of concentrated electives.

Florida International University - \$12,665 - \$27,877 (not including fees). The master of science in engineering management degree is a 30 credit-hour degree program that includes nine credit-hours of core classes, nine credit-hours of business electives, and 12 credit-hours of approved graduate level electives.

The University of Florida - \$29,920 (not including fees). The outreach degree program in engineering management is a 32 credit-hour program that includes 28 credit-hours of concentrated credits in engineering and research, and a four credit-hour final engineering project.

Mission Alignment

Describe how offering the proposed program at market tuition aligns with the mission of the university and the Board strategic plan:

The goals of the program are to

- enable engineers to transition to leadership positions, and
- develop knowledge useful to the managing and leading of technical projects and organizations.

These goals are consistent with UCF's mission and strategic plan.

The program is consistent with the UCF mission. The mission statement for UCF is:

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

The M.S.E.M. - P.S.M. contributes to UCF's mission by providing a high-quality graduate education. The program provides a service to the intellectual development of the community's ability to deliver innovative solutions. Because engineering managers are involved in the financial, production, and marketing activities of their firm, business management skills are a plus for those seeking management positions. In addition to the openings resulting from employment growth, job openings will result from the need to replace managers who retire or move into other occupations. Competition for job openings will likely be strong because of the high salaries that natural sciences managers command and the greater resources and control over projects that scientists can gain from becoming managers.

The program offers a set of courses to develop the skills and experiences in three areas:

- technical courses
- professional courses
- experiential experiences.

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The program is consistent with UCF's Goals.

- Goal 1: Offer the best undergraduate education available in Florida.
- Goal 2: Achieve international prominence in key programs of graduate study and research.
- Goal 3: Provide international focus to our curricula and research programs.
- Goal 4: Become more inclusive and diverse.
- Goal 5: Be America's leading partnership university.

The M.S.E.M. - P.S.M. degree program contributes to Goals 2 and 5. The curriculum provides graduate students with opportunities to work with industry partners on research projects that have international components. The program has fostered partnerships in research, as well as through the exchange of scholars in the classroom. The M.S.E.M. - P.S.M. degree program is being offered in partnership with the leading technical organizations in central Florida (e.g., Siemens, Kennedy Space Center, Harris Corp., Lockheed Martin, and Walt Disney World). The M.S.E.M. - P.S.M. degree program provides the technical engineering community needs for sustained growth of its organizations. Organizations that are already participating in the cohort program include:

- Harris Corporation
- Siemens Power Generation
- Walt Disney World
- Boeing
- NASA - Kennedy Space Center
- Lockheed Martin.

These organizations were involved in the review and refinement of the initial curriculum. They assisted in the review of assessment data and contributed to the validation of the performance improvement plan. They continue to provide an industry perspective to the curriculum.

Declaratory Statement

Provide a declaratory statement that the policy will not increase the state's fiscal liability or obligation:

The M.S.E.M. - P.S.M. degree program will not increase the state's fiscal liabilities or obligations. Any unforeseen costs will be the responsibility of the College of Engineering and Computer Science using non-E&G funds.

Differentiation Between Resident and Non-resident Students

Explain if there will be a differentiation in market tuition rates between a resident and a non-resident student enrolled in the program:

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the Board of Governors' policy on market tuition.

Restrictions / Limitations

Identify any proposed restrictions, limitations, or conditions to be placed on the policy:

No restrictions, limitations, or conditions are anticipated beyond those already stipulated by the Board of Governors' policy on market tuition.

Accountability Measures

Indicate how the university will monitor the success of the policy. Provide specific metrics that will be used.

Success of market tuition for the M.S.E.M. - P.S.M. degree program will be measured using several metrics collected over a three-year review period. The program staff members will track enrollment data (including enrollment numbers, and demographic data) in order to determine if the program is meeting the needs of the local community and maintaining a diverse student body. They will review student and employer surveys to determine the level of satisfaction with the program. They will evaluate the program revenues relative to

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program costs, in order to evaluate the costs and benefits of the program. Finally, the program faculty members will create an institutional effectiveness plan that identifies specific program goals and evaluates program data to determine their effects on student learning outcomes.

Course Availability

Explain how the university will ensure that sufficient courses are available to meet student demand and facilitate completion of each program submitted for consideration.

The M.S.E.M. - P.S.M. degree program is a 20-month cohort based degree. As with most other cohort-based programs, classes are limited to students enrolled in the program, and the number of students admitted is tightly controlled. The program director and departmental chair work closely to ensure sufficient staffing for all programs within the department.

Baseline Enrollments

Provide current enrollments, including a breakout of resident and non-resident enrollment, in the program being submitted for consideration and similar state-funded courses.

UCF M.S.E.M. - P.S.M. degree program (all Florida residents)

Cohort 1 (Spring 2009) - 13 students

Cohort 2 (Summer 2009) - 16 students

Cohort 3 (Summer 2010) - 13 students

Cohort 4 (Fall 2010) - 16 students

Cohort 5 (Spring 2012) - 30 students

There are no other similar state-funded courses.

Economic Impact

Provide economic impact that this proposal will have on the university and the student, anticipated revenue collection, how the revenue will be spent, whether any private vendors will be used, and which budget entity the funds will be budgeted.

This program is unique to the UCF service area and will impact the economy of the university in two ways.

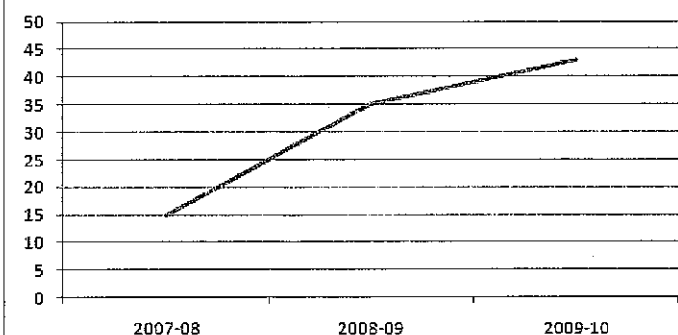
- 1) The proposed market tuition rate will generate additional revenues that will be used to invest in various university priorities, including the M.S.E.M. - P.S.M. degree program. These revenues will allow the department to make additional investments in faculty development, instructional support, and equipment for research and teaching.

- 2) The program will have a positive impact on Central Florida industry. First, as shown in Figure 2, the UCF M.S.E.M. - P.S.M. degree program is already a productive graduate degree. With the addition of this cohort-based program, more emphasis is placed on partnerships with industry and collaboration in shared research projects. The program had a long-standing cohort-based track with the Kennedy Space Center in the 1990s. We are building a program to re-establish cohort-based programs with leading engineering-based companies in Central Florida.

- 3) Second, as previously shown in Figure 1, the United States Department of Labor projects an increase in the need for engineering and natural science managers. The M.S.E.M. - P.S.M. degree program provides the training to fulfill this need.

Figure 2: EM Degree Production

MS Graduates



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What is the anticipated gross revenue?

- Spring 2013 UCF Palm Bay Cohort = \$472,000
- Spring 2014 Orlando Cohort = \$885,000

How revenues will be spent?

The proposed market tuition rate revenues will be used to invest in various university priorities, including the M.S.E.M. - P.S.M. degree program. These revenues may include hiring specialized instructional faculty including scholars from industry, investing in state-of-the art technologies including statistical software and engineering equipment, recruiting exceptional students through marketing materials and peer outreach efforts, and other university-level activities including inviting guest lecturers and prominent researchers to visit campus and share their expertise with our students and faculty members.

Will private vendors be used?

Several private vendors will continue to be used including textbook publishers and wholesalers, and hardware and software vendors. Specific examples of services and goods they provide include texts and manuals, computer software, hardware, marketing materials, and other items that are necessary for the program.

What budget entity will be used for the proposed program?

The M.S.E.M. - P.S.M. degree program budget will be administered by the Division of Continuing Education in cooperation with the College of Engineering and Computer Science budget office, and it will have a designated auxiliary account.

Other Information