

REVISED  
University of Central Florida  
Board of Trustees Meeting  
May 24, 2012  
Live Oak Center  
Agenda  
8:30 a.m. — 4:00 p.m.  
Lunch 12:00 p.m.  
800-442-5794, passcode, 463796

COMMITTEE MEETINGS

8:30 — 8:45 a.m.	Nominating and Governance, Ray Gilley, Chair
8:45 — 9:30 a.m.	Advancement, Rich Crotty, Chair
9:30 — 11:00 a.m.	Educational Programs, Ida Cook, Chair
9:45 — 11:00 a.m.	Educational Programs and Finance and Facilities, Ida Cook and Olga Calvet, Chairs
9:45 a.m. — 12:00 p.m.	Finance and Facilities, Olga Calvet, Chair

BOARD MEETING: 1:00 — 4:00 p.m.

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|----|-----------------------------|---|
| 1. | Welcome and Call to Order   | Olga Calvet, Vice Chair   |
| 2. | Roll Call                   | Rick Schell, Vice President and Chief of Staff and<br>Associate Corporate Secretary |
| 3. | Minutes of March 15 meeting | Vice Chair Calvet   |
| 4. | Remarks and introductions   | John C. Hitt, President   |
| 5. | Reports                     |   |
|    | <i>Team Orlando</i>         | Captain William H. Reuter, IV<br>Commanding Officer, NAWCTSD and NSA                |
| 6. | Consent agenda              | Vice Chair Calvet   |
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- |             |              |  |
|-------------|--------------|--|
| <b>CL-1</b> | Ratification | Article 7: Wages, Article 8: Hours of Work, and<br>Article 13: Change in Assignment of the Collective<br>Bargaining Agreement with the American<br>Federation of State, County, and Municipal<br>Employees (Roberts) |
|-------------|--------------|--|

	<b>CL-2</b>	Ratification	Article 8: Grievance and Arbitration, Article 13: Workday, Work Period, and Overtime, and Article 29: Wages of the Collective Bargaining Agreement with the Central Florida Police Benevolent Association (Roberts)
	<b>EP-1</b>	Approval	Equity Accountability Program (Waldrop)
	<b>EP-2</b>	Approval	Tenure Recommendations (Waldrop)
	<b>EP-3</b>	Approval	2012-13 University Work Plan (Waldrop)
	<b>FF-1</b>	Approval	Neutral Host Distributed Antenna System Project (Merck)
	<b>FF-2</b>	Approval	2012-13 College of Medicine Faculty Practice Plan Budget (Merck)
	<b>FF-3</b>	Approval	Minor Amendment to the 2010 Campus Master Plan (Merck)
	<b>FF-4</b>	Approval	2012-13 Tuition and Fee Amendments to University Regulation UCF-9.001 (Merck)
	<b>FF-5</b>	Approval	Amendment to University Regulation UCF-9.006 Miscellaneous Fees (Merck)
	<b>FF-6</b>	Approval	2012-13 College of Medicine Self-insurance Program Budget (Merck)
	<b>NG-1</b>	Approval	President Sanford C. Shugart Honorary Doctorate (Cole)
7.	Advancement Committee report		Rich Crotty, Chair
8.	Audit, Operations Review, Compliance, and Ethics Committee report		Jim Atchison, Chair
9.	Compensation and Labor Ad Hoc Committee		John Sprouls, Chair
10.	Educational Programs Committee report		Ida Cook, Chair
11.	Finance and Facilities Committee Report		Olga Calvet, Chair
	<b>FF-7</b>	Approval	Administrative Fee for Study Abroad Programs (Merck)
	<b>FF-8</b>	Approval	2012-13 Creative School for Children Tuition Increases (Merck)

	<b>FF-9</b>	Approval	2012-13 Tuition, Tuition Differential, Out-of-state Fees, Financial Aid Fees, and Technology Fees (Merck)
	<b>FF-10</b>	Approval	Capital Improvement Trust Fund (Merck)
	<b>FF-11</b>	Approval	2012-13 University Operating Budget (Merck)
	<b>FF-12</b>	Approval	Increased Line of Credit for UCFAA Operations (Merck)
	<b>FF-13</b>	Approval	2012-13 Capital Outlay Budget (Merck)
	<b>FF-14</b>	Approval	University Smoke-free Policy (Merck and Ehasz)
12.	Nominating and Governance Committee report		Ray Gilley, Chair
13.	Strategic Planning Committee report		Alan Florez, Chair
14.	New business		Vice Chair Calvet
15.	Announcements and adjournment		Vice Chair Calvet
	Upcoming meetings:		
	Board of Governors meeting		June 19-21, 2012 (Live Oak Center)
	Board of Trustees meeting		July 26, 2012 (Live Oak Center)

**Minutes  
Board of Trustees Meeting  
University of Central Florida  
March 15, 2012**

Chair Michael J. Grindstaff called the meeting of the board of trustees to order at 1:00 p.m. in the Live Oak Center on the UCF Orlando campus.

The following members attended the meeting: Trustees Olga Calvet, Ida Cook, Richard Crotty, Alan Florez, Ray Gilley, Marcos Marchena, Matthew McCann, and Harris Rosen. Trustees Jim Atchison and Richard Garvy attended the meeting by telephone.

**WELCOME**

Chair Grindstaff welcomed the board members and asked for the roll to be called. A quorum was present.

Grindstaff called for approval of the January 26, 2012, board meeting minutes, which were approved as written.

Grindstaff called upon President John C. Hitt for remarks and introductions.

**REMARKS AND INTRODUCTIONS**

Hitt distributed two documents to the board regarding higher education funding and performance realities.

Hitt announced that Trustee **Matt McCann** was leaving the board after his year of service as president of the Student Government Association. Hitt thanked him for his excellent service to the university.

Hitt reported that last month UCF opened a Technology Commons to provide students, as well as faculty members and staff members, with a study space featuring the latest learning technology.

Hitt congratulated the men's basketball team for earning UCF's first National Invitational Tournament bid in school history.

Hitt recognized freshman **Octavious Freeman** and sophomore **Aurieyall Scott**. They joined senior **Jackie Coward** as the only medalists in school history at the NCAA Indoor Track and Field Championships.



Hitt announced the **Order of Pegasus Class of 2012**. The Order of Pegasus is the highest recognition the university gives to outstanding graduating seniors and graduate students who have demonstrated exemplary involvement, leadership, academic achievement, and community service.

### **Graduate Recipients**

**Sarina Amin**, College of Medicine  
**Amanda Lager**, College of Arts and Humanities  
**Zainab Nasser**, College of Business Administration  
**Kevin Stevenson**, College of Sciences

### **Undergraduate Recipients**

**Jennifer Black**, Rosen College of Hospitality Management  
**Adam Brock**, College of Sciences, The Burnett Honors College  
**Kelly Cox**, College of Engineering and Computer Science, The Burnett Honors College  
**Anna Eskamani**, College of Sciences, Office of Undergraduate Studies, The Burnett Honors College  
**Ida Eskamani**, College of Sciences, The Burnett Honors College  
**Christopher Frye**, College of Sciences, The Burnett Honors College  
**Jamie Gregor**, College of Business Administration, College of Sciences, The Burnett Honors College  
**Anya Kroytor**, College of Sciences  
**Matt McCann**, College of Sciences  
**Andrea-Li Medina Flores**, College of Health and Public Affairs, The Burnett Honors College  
**Lee Noto**, College of Business Administration  
**Alana Persaud**, Burnett School of Biomedical Sciences, College of Medicine, The Burnett Honors College  
**Yisell Rodriguez**, College of Health and Public Affairs, The Burnett Honors College  
**Amber Scheurer**, College of Engineering and Computer Science, The Burnett Honors College  
**Leslie Shillington**, College of Health and Public Affairs  
**Marla Spector**, College of Arts and Humanities, College of Sciences  
**Adam Straka**, College of Business Administration  
**Tatiana Viecco**, College of Engineering and Computer Science, The Burnett Honors College

Grindstaff called on **Dr. Dan Holsenbeck**, Vice President for University Relations, who introduced this year's nine legislative scholars: **Nicholas Corvino, Emelien Kelly, Monique Eigenbauer, Leilani-Rae Graham, Neal Cordereo, Vijay Choksi, Dominic Piscitello, Christine Fikry, and Julianna Debler.**

Hitt recognized the following faculty and staff members for their accomplishments.

**Dr. Jose Fernandez**, Dean of the College of Arts and Humanities, was named one of Central Florida's 25 most influential Hispanics by *Vision* magazine. Also included on the list were Conrad Santiago, former charter trustee, and Tico Perez, former trustee and current member of the Florida Board of Governors.

**Dr. Valarie King**, Director of Diversity Initiatives, was named one of 25 women making a difference by *Diverse: Issues in Higher Education* magazine.

**Drs. Lisa Dieker** and **Michael Hynes** from the College of Education and **Dr. Charles Hughes** from the College of Engineering and Computer Science received the 2012 Best Practice Award for the Innovative Use of Technology from the American Association of Colleges for Teacher Education.

**Dr. Kaveh Madani**, assistant professor in the Department of Civil, Environmental, and Construction Engineering, was named a 2012 New Face of Civil Engineering by the American Society of Civil Engineering.

**Dr. Challapalli Suryanarayana**, from the Mechanical, Materials, and Aerospace Department, has been selected as a Jefferson Science Fellow. He will spend one year on assignment at the U.S. Department of State as a science advisor on foreign policy issues.

Hitt welcomed **Todd Stansbury**, UCF's new vice president and director of athletics. Stansbury comes to UCF from Oregon State University where he served as executive associate athletic director.

Hitt recognized the following outstanding employees.

- The Employee of the Month for February was **Josefina Aleman**, a senior custodian in the Recreation and Wellness Center.
- The Employee of the Month for March was **John Santiago**, manager of the Print Shop.

Grindstaff called on Holsenbeck, who presented a legislative update on the State University System of Florida's 2012-13 budget that included a \$52.6 million cut for UCF for the coming fiscal year.

### **CONSENT AGENDA**

A motion was made to accept the consent agenda, and members of the board unanimously approved the following actions.

- **EP-1 Conferral of Degrees** – Concurrence with the conferral of degrees at the Spring 2012 commencement ceremonies on May 3-5, 2012.  
6,512 baccalaureate degrees  
1,139 master's degrees  
163 doctoral and specialist degrees  
**7,814 total**
- **EP-2 2014-15 Proposed Academic Calendar** – Approval of the 2014-15 UCF academic calendar.
- **FF-4 Minor Amendment to 2010 Campus Master Plan** – Approval of a minor amendment to the University of Central Florida 2010 campus master plan to add a 3,000-square-foot building for a coffee shop to support the eastern quadrant of campus.
- **NG-1 Resolution for Exclusion of Certain Trustees or Officers of the University of Central Florida** – Approval of a resolution for exclusion of certain trustees and officers of the University of Central Florida from classified information.

### **ADVANCEMENT COMMITTEE REPORT**

Rich Crotty, Chair of the Advancement Committee, reported the highlights from the committee meeting earlier in the day.

- Holsenbeck reported on current legislative issues.
- **Robert Holmes**, Vice President for Alumni Relations and Development and Foundation CEO, gave an update on the capital campaign that has a goal of \$500 million.
- Holmes reported that the *I Believe* faculty and staff campaign began on March 13 and runs through April 3, 2012, with a goal of \$550,000.
- **Al Harms**, Vice President for Strategy, Marketing, Communications, and Admissions and Special Assistant to the President, reported that university budget cuts will affect financial aid for students.
- Harms reported that the university's 50<sup>th</sup> anniversary celebration is being developed.
- Harms announced that WUCF TV is in the midst of an on-air fundraising campaign to raise money for operations support.

Crotty presented the following item for board approval.

- **ADV-1 Authorizing the University of Central Florida to Name the John C. Hitt Library** – A motion was made and unanimously passed by the board authorizing the change of name of the University Library to the John C. Hitt Library.

## **AUDIT, OPERATIONS REVIEW, COMPLIANCE, AND ETHICS COMMITTEE REPORT**

Jim Atchison, Chair of the Audit, Operations Review, Compliance, and Ethics Committee, announced that there was no report for the committee.

## **EDUCATIONAL PROGRAMS COMMITTEE REPORT**

Ida Cook, Chair of the Educational Programs Committee, reported the highlights from the committee meeting earlier in the day.

Cook referenced two items approved in the consent agenda and presented the following item for board approval.

- **EP-3 New Degree Program Proposal** – A motion was made and passed by the board approving the establishment of a Hospitality Management Ph.D. degree program at UCF.

## **FINANCE AND FACILITIES COMMITTEE REPORT**

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

- **FF-1 2012-13 Medical Student Tuition and Fees** – A motion was made and passed by the board approving the proposed 2012-13 tuition, fees, and out-of-state fees for the College of Medicine Medical Education Program.
- **FF-2 Revision to UCF-6.008 Vehicle Registration Fees; Parking Violation Fines** – A motion was made and passed by the board approving amendments to existing university regulation UCF-6.008 Vehicle Registration Fees; Parking Violation Fines.
- **FF-3 Revision to UCF-6.009 Transportation Access Fee** – A motion was made and passed by the board approving the amendment to existing university regulation UCF-6.009, increasing the transportation access fee to \$9.10 per credit hour.
- **FF-5 Mediamesh® on the UCF Arena** – A motion was made and passed by the board approving the Mediamesh® display on the UCF Arena.

Calvet noted the following highlights from the committee meeting of February 15, 2012.

- **Tracy Clark**, Assistant Vice President for Finance and Controller, presented the Internal Revenue Service audit update.

- **William Merck**, Vice President for Administration and Finance and Chief Financial Officer, gave a university and direct support organizations' debt service report, an operating budget report, and a university investments update.

### **NOMINATING AND GOVERNANCE COMMITTEE REPORT**

Ray Gilley, Chair of the Nominating and Governance Committee, referenced the item approved in the consent agenda. He announced that there was no other business to report.

### **STRATEGIC PLANNING COMMITTEE REPORT**

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

### **NEW BUSINESS**

McCann thanked the board members and expressed his appreciation for the experience of serving as a member of the UCF Board of Trustees.

### **ANNOUNCEMENTS AND ADJOURNMENT**

Grindstaff announced the following upcoming meetings:

Board of Governors meeting	March 21-22 (University of North Florida)
Board of Governors Select Committee on USF Polytechnic	April 10 (FAIRWINDS Alumni Center)
AGB National Conference on Trusteeship	April 22-24 (Washington, D.C.)
Board of Trustees meeting	May 24 (Live Oak Center)

Grindstaff adjourned the board meeting at 2:45 p.m.

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_

John C. Hitt  
Corporate Secretary

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** Article 7: Wages, Article 8: Hours of Work, and Article 13: Change in Assignment of the Collective Bargaining Agreement with the American Federation of State, County, and Municipal Employees

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Ratification of the reopened articles of the collective bargaining agreement between the University of Central Florida Board of Trustees and the American Federation of State, County, and Municipal Employees.

**BACKGROUND INFORMATION**

A three-year collective bargaining agreement was negotiated between the University of Central Florida Board of Trustees and three units: the Blue Collar Unit, the Administrative and Clerical Unit, and the Other Professional Unit of the American Federation of State, County, and Municipal Employees for the period 2010-13. Pursuant to that agreement, the parties reopened negotiations on wages and two other articles in 2011 for the 2011-12 contract year. In those negotiations, the parties were able to reach agreement. The reopened articles are Article 7: Wages, Article 8: Hours of Work, and Article 13: Change in Assignment. They were ratified by unit employees on March 15, 2012. The Collective Bargaining Committee appointed to represent the University of Central Florida Board of Trustees recommends the approval of Article 7: Wages, Article 8: Hours of Work, and Article 13: Change in Assignment.

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**Supporting documentation:** Final agreed language on Article 7: Wages, Article 8: Hours of Work, and Article 13: Change in Assignment

**Prepared by:** Mark Roberts, Assistant Vice President and Chief Human Resources Officer

**Submitted by:** John Sprouls, Chair of the Compensation and Labor Committee

## Article 7

### WAGES

#### 7.1 Salary Increases.

The salary increases described below were provided by the University, following negotiations between the parties.

A. A salary study was conducted that reviewed positions earning less than \$35,000 annually. Variance between UCF classification minimums and local market minimums were recorded and analyzed. If UCF classification minimum was significantly below local market minimum, the following criteria will be implemented:

1. If UCF classification minimum is below market 10 - 15%
  - 3% increase to UCF minimum
  - Increase employees below minimum to new minimum
  - All employees who earn less than \$35,000 in affected classifications will receive between 1.50 - 3.00% up to maximum of \$35,000
2. If UCF classification minimum is below market at least 15% but less than 30%
  - 5% increase to UCF minimum
  - Increase employees below minimum to new minimum
  - All employees who earn less than \$35,000 in affected classifications will receive between 2.50 - 5.00% increase
3. If UCF classification minimum is below market greater than 30%
  - 7.50% increase to UCF minimum
  - Increase employees below minimum to new minimum
  - All employees in affected classifications will receive increase between 3.75 - 7.50% up to \$35,000 maximum
4. If UCF classification minimum is below market less than 10%, then no change is implemented
5. A compression review was performed to ensure adequate differential between affected classifications within their job families and two classifications were found to have inadequate differentials between classifications within the job family.
6. Compression criteria
  - Employees within classifications receiving compression increases, whose salary is below the proposed minimum will be brought to the new minimum.

- Employees within classifications receiving compression increases will receive one-half of the compression increase up to a maximum of \$35,000.

7. The affected classifications receiving adjustments to minimums are listed below.

<b>Job Code</b>	<b>Classification Title</b>	<b>% Min Below Market</b>
002	Graphic Artist	31.89%
012	Sr Clerk	11.53%
026	Senior Computer Operator	18.49%
049	Sr Fiscal Assistant	10.87%
058	Senior Groundskeeper	13.49%
107	Research Technician	16.50%
118	Senior Secretary	11.08%
119	Executive Secretary	14.52%
124	Sr Dispatcher	10.77%
132	Licensed Water Utility Oper	29.78%
139	Maintenance Worker	11.76%
145	Locksmith	11.36%
148	Electrician	11.62%
150	Refrigeration Mechanic	21.12%
151	Sr Refrigeration Mechanic	27.42%
152	Maintenance Mechanic	10.78%
153	Maintenance Specialist	11.23%
155	Automotive Mechanic	16.95%
162	Marketing Specialist	12.51%
167	Storekeeper	11.32%
168	Sr Storekeeper	13.42%
174	Financial Aid Specialist	12.21%
233	Library Tech Asst Specialist	27.36%
<b>Compression</b>		
033	Senior Custodial Worker	compression
159	Office Assistant	compression
160	Program Assistant	compression

8. The salary adjustments referenced in 7.1A will be effective the first pay period subsequent to union ratification and UCF Board of Trustees' approval.

7.2 Other Funds. Eligible employees whose salaries are funded from a contract, grant, auxiliary, or local fund shall receive salary increases equivalent to employees whose salaries are funded from E&G sources, provided that such salary increase funds are available within the contract, grant, auxiliary, or local fund. In the event such salary increases are not permitted by



the terms of the contract or grant, or in the event adequate funds are not available, the University shall seek to have the contract or grant modified to permit such increases.

7.3 Nothing contained herein prevents the University from providing salary increases beyond those increases specified.

## **Article 8**

### **HOURS OF WORK**

#### **8.1 Workday/Workweek.**

A. The normal workweek for each full-time employee shall be forty (40) hours.

B. The University retains the right to schedule its employees; however, the University will make a good faith effort, whenever practical, to provide employees with consecutive hours in the workday and consecutive days in the workweek.

#### **8.2 Overtime**

A. The University is responsible for arranging the work schedule to minimize overtime. The assignment of overtime shall not be made on the basis of favoritism.

B. Hours worked on University recognized holidays will be considered as time worked for purposes of calculation of overtime. In work weeks where a holiday occurs, and an employee specifically works for a UCF football game, holiday paid hours shall count as hours worked for the purposes of calculation of overtime. The parties recognize that holidays are published in University Policy 2-002.1.

C. In work weeks where the University closes during a weekday for the purpose of hosting a UCF football game, and an employee specifically works for the UCF football game, Administrative Leave hours during an employee's regular scheduled shift shall count as hours worked for the purposes of calculation of overtime.

D. All overtime work must be pre-approved by the Dean, Director, Chair or designee.

E. Upon agreement of the employees and the University, non-exempt employees shall receive either compensatory leave or cash payment for overtime. If agreement cannot be reached, the University shall make cash payment for overtime worked.

1. Every effort will be made to ensure that employees utilize overtime comp time as soon as possible after it is earned (preferably by the end of the next pay period after it is earned.)

2. In all cases, accrued comp time must be used before the use of annual leave.

3. The maximum accrual of Overtime Comp time will be 120 hours and all hours over the 120 accrued will be paid to the employee.

4. Overtime Comp will be paid out upon reassignment or promotion.

### 8.3 Work Schedules.

A. Where rotations are being made in the employee's regular work schedule, the new shift, workdays, and hours, will be posted no less than ten (10) days in advance, and will reflect at least a two (2) workweek schedule; however, the University will make a good faith effort to reflect a one (1) month schedule. With prior written notification of at least three (3) workdays to the employee's immediate supervisor, employees may mutually agree to exchange days or shifts on a temporary basis. If the immediate supervisor objects to the exchange of workdays or shifts, the employee initiating the notification shall be advised that the exchange is not approved. Under no circumstances will such shift exchanges result in additional cost to the University.

B. Where regularly assigned work schedules are rotated, the University will make a good faith effort to equalize scheduled weekend work among employees in the same functional unit whenever this can be accomplished, without interfering with efficient operations. When an employee rotates to a different shift, the employee shall receive a minimum of twelve (12) hours off between the end of the current shift assignment and the beginning of the new shift assignment.

C. When an employee is not assigned to a rotating shift and the employee's regular shift assignment is being changed, the employee shall be given a minimum of ten (10) working days notice, in writing, of the proposed change. Additionally, when the change occurs, the employee shall receive a minimum of twelve (12) hours off between the end of the current shift assignment and the beginning of the new shift assignment.

### 8.4 Rest Periods.

A. No supervisor shall unreasonably deny an employee a fifteen (15) minute rest period during each four (4) hour work shift. Whenever possible, such rest periods shall be scheduled at the middle of the work shift. However, it is recognized that many positions have a work location assignment that requires coverage for a full eight-hour shift, which would not permit the employee to actually leave his/her work location. In those cases, it is recognized that the employee can "rest" while the employee remains at his/her work location.

B. An employee may not accumulate unused rest periods, nor shall rest periods be authorized for covering an employee's late arrival or early departure from work.

## **Article 13**

### **CHANGE IN ASSIGNMENT**

#### 13.1 Procedure.

A. An employee with regular status who meets all University eligibility requirements may apply for a change in assignment to a different position in the same class or in a different class having the same pay range minimum, different work unit, or different shift at the University according to University procedures. Prior to filling a vacancy, except by demotion or department promotion, the University shall consider all applicable change in assignment requests. When making a decision regarding the granting of a request for a change in assignment, the University shall consider appropriate factors, including, but not limited to, the applicant's length of continuous University service, performance evaluations, work-related awards and achievements, relevant work experience, and education/training.

B. All employees who were interviewed shall be notified of the University's decision.

C. Employees who are reassigned under the provisions of this Article shall not ordinarily suffer the loss of pay as a result of such reassignment.

13.2 Notice Upon University Initiated Reassignment. An employee shall normally be given a minimum of fourteen (14) days notice prior to the University reassigning the employee. The parties agree, however, that these notice requirements shall not be required during an emergency, when necessary to accommodate modified duty for employees returning from medical leave, or in other extraordinary conditions.

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** Article 8: Grievance and Arbitration, Article 13: Workday, Work Period, and Overtime, and Article 29: Wages of the Collective Bargaining Agreement with the Central Florida Police Benevolent Association

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Ratification of the reopened articles of collective bargaining agreement between the University of Central Florida Board of Trustees and Central Florida Police Benevolent Association.

**BACKGROUND INFORMATION**

A three-year collective bargaining agreement was negotiated between the University of Central Florida Board of Trustees and the Central Florida Police Benevolent Association for the period 2009-12. Pursuant to that agreement, the parties reopened negotiations on wages and two other articles in 2011 for the 2011-12 contract year. In those negotiations, the parties were able to reach agreement. The reopened articles: Article 8: Grievance and Arbitration, Article 13: Workday, Work Period, and Overtime, and Article 29: Wages, were ratified by unit employees on March 20, 2012. The Collective Bargaining Committee appointed to represent the University of Central Florida Board of Trustees recommends the approval of Article 8: Grievance and Arbitration, Article 13: Workday, Work Period, and Overtime, and Article 29: Wages.

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**Supporting documentation:** Final agreed language on Article 8: Grievance and Arbitration, Article 13: Workday, Work Period, and Overtime, and Article 29: Wages

**Prepared by:** Mark Roberts, Assistant Vice President and Chief Human Resources Officer

**Submitted by:** John Sprouls, Chair of the Compensation and Labor Committee

## Article 8

### GRIEVANCE AND ARBITRATION

Section 1. Bargaining unit employees will follow all written and verbal orders given by superiors, even if such orders are alleged to be in conflict with this Agreement. Compliance with such orders will not prejudice the right to file a grievance within the time limits contained herein, nor shall compliance affect the ultimate resolution of the grievance.

Section 2. A "grievance" is a claimed violation of this Agreement, including, but not limited to, the claim that a discharge or other disciplinary action violated a specific provision of this Agreement. No grievance will, or need be, entertained or processed, unless presented in the manner described herein on the Grievance Forms listed in this Agreement as Exhibits A through C, and unless filed in a manner provided herein within the time limit prescribed herein. Grievances are limited to claims which are dependent for resolution upon interpretation or application of one or more express provisions of this Agreement. Discipline will not normally be increased above the level stated in the Predetermination Notice issued by Human Resources. However, should additional information or evidence become available during the review of the discipline, Human Resources will be required to issue a new Predetermination Notice should more severe discipline be proposed.

Section 3. Grievances will be processed in the following manner and strictly in accordance with the following stated time limits:

STEP ONE: The aggrieved employee shall present his grievance in writing to the Major, or designee, within fourteen (14) calendar days from the date following the act or omission giving rise to the grievance, or fourteen (14) calendar days from the date the grievant acquires knowledge, or could have reasonably been expected to have acquired knowledge of the act or omission which gave rise to the grievance on the prescribed grievance forms, which shall be standard forms used throughout the grievance procedure. Upon receipt of the grievance, the Major or designee shall forward a copy of the grievance to the Police Chief and the University's Human Resources Director. The Major or his designee shall meet with the Grievant, his PBA representative (if any), and the supervisor(s) involved, and shall render his decision on the grievance in writing with copies to the Grievant, the Police Chief, the Human Resources Director, and the PBA within fourteen (14) calendar days of such meeting.

STEP TWO: Any grievance which cannot be satisfactorily settled in STEP ONE above shall then be taken up with the Police Chief or his designee. The grievance shall be filed with the Police Chief within fourteen (14) calendar days after the Major or designee's response in STEP ONE above. The Police Chief or his designee

shall conduct a fact-finding meeting with the Grievant, his PBA representative (if any), and the Major or designee. Thereafter, the Police Chief, or his designee, shall issue his decision in writing on the grievance, with copies to the Grievant, the Human Resources Director, and the PBA within fourteen (14) calendar days after presentation of the grievance at the fact-finding meeting. At this step, the grievance must be signed by the employee and shall state: (a) the date of the alleged events which gave rise to the grievance; (b) the specific Article or Articles and Sections of this Agreement allegedly violated; (c) statement of fact pertaining to or giving rise to the alleged grievance; and (d) the specific relief requested.

STEP THREE: Any grievance which cannot be satisfactorily settled in STEP TWO above shall then be taken up with the Human Resources Director, or his designee. The grievance, as specified in writing in STEP ONE above, shall be filed with the Human Resources Director, or his designee, within fourteen (14) calendar days after the date of the Police Chief's response in STEP TWO above. The Human Resources Director, or his designee, will conduct a meeting with the Grievant, his PBA representative and appropriate Department management. Thereafter, the Human Resources Director, or his designee, shall issue his decision in writing on the grievance, with copies to the Grievant, the PBA, and the Department within fourteen (14) calendar days after the presentation of the grievance at this Step.

Management decisions which deny written grievances, in whole or in part, must contain the reasons for the denial.

Section 4. If the Grievant is not satisfied with the decision of the Human Resources Director, or his designee, in STEP THREE above, the Grievant may submit notice of arbitration by hand delivery or by certified or registered mail of a written notice to the Human Resources Director within thirty (30) calendar days of receipt of the Human Resources Director's written decision, utilizing the Arbitration Request Form listed in this Agreement as Exhibit D. Said written notice of arbitration shall include a written statement of the position of the Grievant with respect to the issues upon which arbitration is being sought. Under no circumstances shall the issues to be arbitrated be expanded from the issues set forth in the grievance filed at STEP TWO of the grievance procedure.

Section 5. Selection of Arbitrator

- A. Within sixty days after ratification of this Agreement, the University and PBA shall select an Arbitration Panel composed of arbitrators who reside in Florida. The panel shall have five (5) members who are mutually selected by the University and PBA to serve for five years. If agreement is not reached on one or more of the arbitrators, the remaining arbitrators shall be selected by alternately

striking from a list until the required number of names remains. The list shall be compiled by each party appointing an equal number of persons. The party to strike first shall be determined by the flip of a coin.

- B. Within fifteen days after the University's receipt of a notice of arbitration, the parties shall select an arbitrator to hear the case by alternately striking from the panel until one name remains. The party to strike first shall be determined by the flip of a coin. By mutual agreement, the parties may select an arbitrator who is not a member of the Arbitration Panel.

Section 6. As promptly as possible after the arbitrator has been selected, he shall conduct a hearing between the parties and consider the grievance. The decision of the arbitrator will be served upon the individual employee or employees involved, the University, and the Union in writing. The expenses of the arbitration, including the fee and the expenses of the arbitrator, shall be shared equally by the parties. Any party desiring a transcript of the hearing shall bear the cost of its transcript unless both parties mutually agree to share the cost. Each party shall bear the expense of its own witnesses and of its own representatives for purposes of the arbitration hearing.

Section 7. The arbitrator will confine his consideration and determination to the written grievance presented in STEP TWO of the grievance procedure. The arbitrator shall have no authority to substitute his judgment for that of management and/or to change, amend, add to, subtract from, or otherwise alter or supplement this Agreement or any part thereof or amendment thereto. The arbitrator shall have no authority to consider or rule upon any matter which is stated in this Agreement not subject to arbitration or which is not a grievance as defined in this Agreement; nor shall this Collective Bargaining Agreement be construed by arbitrator to supersede applicable state and federal laws or regulations.

Section 8. The arbitrator may not issue declaratory opinions and shall confine himself exclusively to the question which is presented to him, which question must be actual and existing. The issue before the arbitrator shall be whether a specific provision of this Agreement was violated. Either party shall be entitled to seek review of the arbitrator's decision in the Circuit Court.

Section 9. No decision of any arbitrator or of the University in one case shall create a basis for retroactive adjustment in any other cases. All claims for back wages shall be limited to the amount of straight time (i.e., no overtime) wages of the particular employee involved, less any unemployment compensation that he received during the period involved. Additionally, in calculating any back wages award, the arbitrator shall consider whether the employee met his duty to mitigate losses during the period involved.

Section 10. It is agreed, with respect to the above wages or retroactive adjustment, that no arbitrator shall have the right to determine that back wages or other retroactive adjustment shall be awarded for a period in excess of one (1) month prior to the date of filing the grievance which is being ruled upon.



Section 11. It is agreed, with respect to this grievance and arbitration procedure, that:

- A. It is the intent of the parties that a grievance must be raised at the earliest possible time. Any grievance, in order to be entertained and processed, must be submitted in a timely manner by the Grievant.
- B. Grievances not submitted by the Grievant in a timely manner shall be conclusively barred on the merits following the expiration of the prescribed time limit. Such a time-barred grievance may not be entertained or processed, and only facts disputed as to timing will be the subject of any arbitration resulting from the matter. A grievance which is for any reason not the subject of a timely response by the University or by the Department shall require the Grievant to proceed to the next Step, and failure of the Grievant to proceed on a timely basis to the next Step shall bar the grievance.
- C. The parties may mutually agree in writing to extend any deadline under the Grievance/Arbitration procedure.
- D. If any deadline falls on a Saturday or Sunday, or University holiday, the action subject to the deadline will be deemed timely if accomplished by close of business the next business day.

Section 12. Nothing in this Article shall be construed to prevent any employee from presenting his own grievance with whomever he wants to represent him. It is understood that either an individual, an attorney, or the Union may represent a Grievant, but under no circumstances shall more than one person represent the Grievant at any step of the grievance procedure. In the event the University is notified that the Grievant is representing himself or is otherwise not being represented by the Union, the University shall so notify the Union. The Union may monitor and attend such grievance steps on personal or leave time but may not participate otherwise.

Section 13. Where a grievance is general in nature in that it applies to a group of employees rather than a single employee, or if the grievance is directly between the Union and the Department or the University, such grievance shall be presented in writing directly to the Police Chief within fourteen (14) calendar days of the occurrence of the events which gave rise to the grievance. The grievance shall be signed by one or more aggrieved employee. Thereafter, the grievance shall be processed in accordance with the procedures set forth in STEPS TWO and THREE above; provided, however, that the grievance must contain the detailed information required in STEP ONE above.

Section 14. A non-dues-paying bargaining unit employee may avail himself of all procedures under this Article. In so doing, such non-dues-paying bargaining unit employee shall be required to bear the full cost of preparing and presenting his own case and his arbitration expenses as set forth in Section 6 above.

Section 15. This grievance and arbitration procedure shall be the sole and exclusive procedure for any bargaining unit employee to contest discharge or other disciplinary action or any alleged violation of this Agreement.

Section 16. The parties may mutually agree to waive Steps 1 and 2 of the grievance procedure in order to expedite the processing of a grievance.

## Article 13

### WORKDAY, WORK PERIOD, AND OVERTIME

#### Section 1. Work Period

A. The parties agree to utilize a fourteen (14) consecutive day work period for all bargaining unit employees.

B. The parties agree to operate under 29 U.S.C. §207(k) of the Fair Labor Standards Act in order to establish employees' overtime compensation. When an employee works more than eighty (80) hours in a fourteen (14) consecutive day work period, the employee shall receive overtime compensation. Overtime compensation shall be by cash payment, unless the Chief specifically authorizes (in writing) such overtime compensation by payment of compensatory time.

C. Overtime shall be scheduled in accordance with Departmental Policies and Procedures and administered in accordance with the provisions of this Article. Employees shall be required to work overtime when ordered.

D. Under no circumstances shall sick leave, vacation leave, or any other time not actually worked count as "time worked" or "hours worked" for purposes of calculating entitlement to overtime compensation. (Note: This applies to regular overtime not special duty overtime, which shall continue to follow existing policy.) Special Duty Overtime is defined as compensation paid by an outside entity for approved off-duty work.

E. This paragraph relates to an employee's ongoing, regular workweek, work hours, or days off. An employee will be given fourteen (14) days' notice of a change in the employee's workweek, work hours, or days off, except in an emergency or to meet unforeseen law enforcement needs. Special duty and overtime assignments do not change an employee's regular workweek, work hours, or days off and therefore are not covered by this paragraph.

F. An employee who rotates to a different shift (based on a Department-wide shift rotation or a change in an individual's shift) shall receive a minimum of twelve (12) hours off between the end of the current shift assignment and the beginning of the new shift assignment, except in an emergency or where staffing does not permit.

G. The Department will not mandate overtime for special events at the Arena or Stadium, UNLESS the Department gives the unit member at least seven (7) days notice of the special event assignment or there is an unforeseen law enforcement need. An employee who has volunteered for a special event and then must call in sick, shall normally contact the Department at least four hours in advance of the special event report time, utilizing standard procedures. If an employee who is scheduled to work a special event, calls in sick prior to the event utilizing standard procedures, the Department shall be responsible to find a replacement, if any.

## Section 2. Workday

A. For the purpose of this Agreement, workday shall mean the time during which an employee is on scheduled duty. A regular workday shall be twelve (12) hours for officers assigned to Patrol, and eight (8) hours or ten (10) for all other bargaining unit employees. It is understood that officers assigned to Patrol will work six (6) twelve (12) hour workdays and one (1) eight (8) hour workday in a work period.

B. Subject to work requirements, each employee shall be entitled to a paid meal period of thirty (30) minutes during his regular workday. Subject to work requirements, employees shall be allowed a fifteen (15) minute rest period during the first half of the workday and a fifteen (15) minute rest period during the second half of the work day.

## Section 3. Compensatory Time

A. An employee may accumulate up to 120 hours of compensatory time.

B. An employee may elect to sell back up to four forty (40) hour increments of special compensatory time, overtime compensatory time or vacation time annually if the Chief (Director) agrees to such "sell back." (The time of any such "sell back" must be approved by the Chief.) Each forty (40) hour increment must be from only one type of balance (special compensatory time, overtime compensatory time or vacation). This section defines the annual time period as the calendar year and the controlling factor shall be the date of payment.

## Section 4. Compensation for Special Duty

Compensation for Special Duty shall be governed by existing policy. An employee reporting to a special duty event shall be guaranteed two (2) hours of pay if an event is canceled or concluded prior to the end of the two hour period covered by the guaranteed pay provision. An employee's failure to adhere to the Department's procedures for determining the status of the event prior to reporting to such duty will cause the employee to lose eligibility for the guaranteed two (2) hours. If, after the employee reports to work, the event is canceled or concluded prior to the end of the guaranteed two (2) hours, management may assign other law enforcement duties within the scope of the employee's position description during the guaranteed two (2) hour period. This two (2) hour guarantee applies to each continuous period of special duty, even if occurring during the same event. (For purposes of example only, this means that if an employee reports for special duty for a period of time and then is asked to report back three hours later for additional special duty, the employee will receive the two (2) hour guarantee for both periods of special duty for a total of four (4) hours or the actual hours worked, whichever is greater.)

## Section 5. Shift Selection (Bids)

A. Shift selection shall be conducted twice a year. The employees shall select posted shifts and slots by seniority; except that up to one employee on each patrol shift may be assigned by the Department without regard to seniority. The Department will honor selections unless it is unable to fill a designated slot with a qualified employee or in order

to staff the positions on each patrol shift without regard to seniority. In such case where there is not a qualified person who bid to fill a slot, the Department shall have the right to fill the vacant slot(s) with the most qualified employee. Agency Seniority, as used in this section, is defined as the time accruing to bargaining unit employees through continuous sworn full-time service while employed by the University. In the event that two or more personnel have the same Rank Seniority which is the same date of promotion to the rank, the employee with the most Rank Seniority held in the next lower rank shall have preference. Agency Seniority shall have preference if all Rank Seniority is equal. Agency Seniority shall start from the day an employee is hired to perform law enforcement services (sworn hire date) and shall not accrue while an employee is attending a law enforcement academy in order to be State certified as a Law Enforcement Officer.

- B. With respect to employees assigned without regard to seniority in accordance with Section 5A above, no employee shall be so assigned more than once every three years.
- C. With respect to employees assigned without regard to seniority in accordance with Section 5A above, any such assignment shall be for the duration of the posted shift cycle.
- D. With respect to employees assigned without regard to seniority in accordance with Section 5A above, employees shall be given a written reason(s) as to the assignment.

## Article 29

### WAGES

Section 1. Salary Increases. For Fiscal Year 2011-12, the University will implement no across-the-board salary increases.

Section 2. Eligibility Criteria for Salary Increases in Section 1 (when applicable).

- A. Employees are eligible for the increases referenced in this article unless an employee has a current performance appraisal evaluation rating of not meeting performance standards in effect on the date salary increases are implemented.
- B. Employees are eligible for the increases referenced in this article if they were employed in a regular position on June 30, 2011, and continuously employed until the administration of the increases.
- C. Employees who have given notice of a resignation or received notice of termination of employment prior to the implementation of such salary increases shall be ineligible.

Section 3. Market Equity Pay Adjustments. For Fiscal Year 2011-12, a pay adjustment is authorized in order to more closely align unit salaries with the local market. All employees will be brought to the minimum salaries as adjusted in Section 4 or receive a \$2,000 salary adjustment, whichever is more. These salary adjustments shall be effective the first pay period subsequent to ratification by both parties.

Section 4. The pay ranges for each of the respective ranks are as follows:

- 1. Officer: \$38,000 - \$52,000
- 2. Corporal: \$43,000 - \$57,000
- 3. Sergeant: \$48,500 - \$68,000

Once an officer is sworn and certified, the Law Enforcement Officer shall receive no less than 95 percent of the minimum salary for a two month period during the Law Enforcement Officer FTEP. After this two month initial training period, the Law Enforcement Officer shall receive no less than the minimum salary listed above for the duration of the FTEP.

Section 5. Other Funds. Eligible employees whose salaries are funded from a contract, grant, auxiliary, or local fund shall receive salary increases equivalent to employees whose salaries are funded from E&G sources, provided that such salary increase funds are available within the contract, grant, auxiliary, or local fund. In the event such salary increases are not permitted by the terms of the contract or grant, or in the event adequate funds are not available, the University shall seek to have the contract or grant modified to permit such increases.

Section 6. Nothing contained herein prevents the University from providing salary increases beyond those increases specified. Prior to such salary increases being administered, the University shall consult with PBA representative(s).

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** Equity Accountability Program

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval of Florida Equity Reports 2012.

**BACKGROUND INFORMATION**

Florida Board of Governors regulation 2.003 (5a-e) (7), Equity and Access, requires the following:

(5) Reporting and Monitoring. Each university shall prepare an annual Florida Equity Report in accordance with this regulation and reporting guidelines established by the Board of Governors Office.

- (a) At a minimum, the university's equity report must include information on the institution's progress in implementing strategic initiatives and performance related to equity and access as they pertain to academic services, programs, and student enrollment; equity in athletics; and employment.
- (b) Each university's equity report shall assess sex equity in athletics, as well as representation by race and sex in student enrollment, senior-level administrative positions and by faculty rank and/or tenure status.
  - 1. Annual goals shall be developed and included in the equity report to address each area of underutilization. For each year in which prior year goals were not achieved, each university shall provide a narrative explanation and a plan for achievement of equity.
- (c) each equity report shall include a web citation of the university's non-discrimination policy adopted by its university board of trustees.
- (d) Such reports are to be submitted to the Board of Governors Office by July 1 of each year pursuant to the requirements of this regulation and guidelines distributed by the Board Office for each reporting period.
- (e) Each university board of trustees or designee shall approve the annual Florida Equity Report for its institution prior to submission to the Board of Governors Office....

(7) Each university shall develop a budget plan to support attainment of the university's goals as outlined in its equity plan in accordance with state and federal law.

The Office of Equal Opportunity and Affirmative Action Programs will report on progress towards improving diversity during 2010-11 and steps taken to achieve 2011-12 employment goals.

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**Supporting documentation:** Florida Equity Reports 2012: Executive Summary, Enrollment, Gender Equity in Athletics, and Employment; and Equity Accountability Program Budget Incentive Plan memorandum with Provost's Diversity Enhancement Policy attachment

**Prepared by:** Janet Balanoff, Director, Equal Opportunity and Affirmative Action Programs

**Submitted by:** Tony Waldrop, Provost and Executive Vice President



**University of Central Florida**  
**Executive Summary: Florida Equity Reports 2012**  
**Enrollment, Gender Equity in Athletics, and Employment**  
**Prepared by UCF Equal Opportunity and Affirmative Action Programs**

The Florida Equity Reports are prepared annually to fulfill numerous state-level requirements. These requirements include the Florida Educational Equity Act and the Florida Board of Governors' Equity Regulation. The reports indicate the effectiveness of selected programs fostering equity in enrollment, athletics, and employment.

### **Enrollment and Graduation**

UCF Equal Opportunity and Affirmative Action (EO and AA) analyzed six indicators of equity in four protected classes. This assessment uses *annual maintenance or increase in African-American, Hispanic, Asian, and female enrollment levels* as the indicator of achievement. EO and AA accepts representation of at least 80 percent of the expected level, in recognition of annual fluctuations in representation.

<b>Table 1: Achievement of Equity in Enrollment and Graduation</b>				
<b>Indicator</b>	<b>African-American</b>	<b>Hispanic</b>	<b>Asian</b>	<b>Female</b>
retention of full-time FTICs after one year	☑	☑	☑	☑
graduation, full-time FTICs after six years	☑	☑	☑	☑
bachelor's degrees awarded, previous AY	☑	☑	☑	☑
master's degrees awarded, previous AY	☑	☑	☑	☑
doctoral degrees awarded, research scholarship, previous AY	☑	☑	☑	☑
doctoral degrees awarded, professional practice, previous AY	☑	☑	☑	☑

Additional sections in the full narrative report describe the broad range of programs and services for protected-class students. EO and AA review of the services indicated no areas in which these protected-class students have expressed a need for enhanced services or filed discrimination grievances regarding the administration of services. While program enhancement is a continuous process, there are no specific program-related entries in the *Areas of Improvement* section of the report.

**Goal for 2011-12: Maintain parity or increase protected-class degree achievement at all levels.** The university increased protected class retention and degree achievement in 23 of 24 assessment categories.

**Goals for 2013:** Maintain parity or increase protected-class retention and degree achievement at all levels.

## Gender Equity in Athletics

This section involves a review of 11 elements of gender equity, including comparisons of facilities, training, coaching, competition levels and frequency, and equivalencies in practice times. The report identified one item as an *Area for Improvement* for 2012-13.

**Goal for 2011-12: Address the slight decline in the proportion of female athletes participating in one or more sports.** Athletics met this goal. The proportion is now 52.7 percent female, which is within the acceptable range of three percentage points under the female undergraduate enrollment of 54 percent.

**Goal for 2012-13:** Address the decline in females' participation in athletics. UCF Athletics specified strategies including roster management in its complete Florida Equity Report response. UCF Athletics plans an external review of gender equity issues in 2012-13.

## Employment

UCF EO and AA analyzed four indicators of equity at two review points for four protected classes. EO and AA defines positive indicators of equity as maintenance or annual increases in protected-class employment (African-American, Hispanic, Asian, and female). Acceptable representation includes at least 80 percent of the expected level. The definitions used within the categories below include full-time faculty members and administrators on regular and visiting appointments.

Table 2: Achievement of Equity in Employment					
Indicators		African-American	Hispanic	Asian	Female
tenured faculty	one-year		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	five-year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
tenure-track faculty	one-year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
	five-year		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
non-tenure-track faculty	one-year		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	five-year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
executive, administrative, managerial employees	one-year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	five-year	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**Goal for 2011:** none needed.

**Goal for 2012:** Address the declines in African-American faculty members (tenured and non-tenure-earning) and tenure-earning Asian faculty members; monitor the five-year retention rate for tenure-earning African-American faculty members.

The *Areas for Improvement* section reviewed by the UCF Board of Trustees in May 2011 indicate zero *Areas for Improvement* requiring corrective measures. This compares with four in May 2010, four in May 2009, and seven in May 2008.



University of Central Florida  
Office of Academic Affairs

## PROVOST'S DIVERSITY ENHANCEMENT PROGRAM

The Office of Academic Affairs will provide funding to hire tenured or tenure-track faculty members, as well as university librarians. The goal of this program is to increase diversity at UCF and to attract underrepresented faculty members in certain academic disciplines.

**Procedure:** Each diversity enhancement line is funded for three years to cover a salary up to \$70,000. At the end of the initial three-year period, responsibility for funding a position must be assumed by the unit involved. The number of positions provided in a given year is 10, with a maximum of 30 for a three-year period. The distribution of these positions among eligible units is made by the provost and executive vice president based on requests for funding received by March 1 for the following year.

To assist with this program, the Equal Opportunity and Affirmative Action Office will prepare a utilization analysis, using standard accepted techniques. The faculty representation in each discipline at a senior or tenured, and non-tenured levels will be compared with appropriate national availability factors. Disciplines with documented underrepresentation of protected classes will be identified as disciplines meriting special attention for corrective action under the program. Other disciplines may be recognized as eligible for a diversity enhancement line based on individual circumstances. In particular, while university library faculty members do not hold tenure-earning positions, they work closely with students and other faculty members and thus are integral to the educational process.

Hires that address documented underrepresentation are exempt from posting in the UCF position vacancies system. National advertising may be effectively replaced by systematic, personal contact with colleagues or other search techniques. In some cases, national advertising for a particular position will produce candidates who may not be selected for that vacancy, but who may enhance the department through selection on a diversity enhancement line.

**Criteria for hires:** Eligible applicants are U.S. citizens or permanent residents who seek a tenured or tenure-track faculty appointment in an academic discipline or a faculty appointment in the UCF Library and address a defined area of underrepresentation.

All faculty members hired under this program will have strong credentials and meet criteria for promotion and tenure on the normal schedule for faculty advancement. Thus, appropriate faculty review procedures must be followed during the appointment process. Final approval for hire will rest with the provost and executive vice president based upon all factors mentioned above.

**Authority:** Board of Governors regulation 2.003 Equity and Access

University of Central Florida  
Provost's Diversity Enhancement Program  
Request for Consideration of Prospective Faculty Member  
Guidelines and Form

**General Guidelines**

The Provost and Executive Vice President for Academic Affairs supports effective strategies to increase faculty diversity at the University of Central Florida. The Provost's Diversity Enhancement Program encourages colleges and the university library to seek scholars and librarians whose credentials enhance the department and who add diversity as well.

Completion and submission of the Provost's Diversity Enhancement Program's Request for Consideration of Prospective Faculty Member form is the first step of the established process for colleges or areas to seek authorization from the provost to engage in detailed consideration of candidates for Diversity Enhancement Program positions. The screening process may include reference checking, phone interviews, and/or campus interviews, as examples. Campus interviews will include meeting with the provost.

Final authorization to extend an offer of employment to the selected candidate via this program will occur after the provost has reviewed the candidate's credentials curriculum vitae and three documented external telephone reference checks (one of which, can be a reference letter) and interviewed the candidate. Once the provost has approved the candidate, an employment agreement may be requested from academic affairs in accordance with the university's faculty hiring process (please refer to the Faculty Hiring Guide on the provost's office Web site for more information in this regard).

Approved Diversity Enhancement Program hires are exempt for the university's posting process. However, as with any other faculty hires, a hiring package must still be submitted to Equal Opportunity/Affirmative Action (EO/AA) in accordance with the established faculty hiring process. Again, please refer to the Faculty Hiring Guide for further information.

Finally, note that a three-year and six-year progress update must be submitted to the provost for all program participants. Please contact the Office of Academic Affairs for more information in this regard.

**Form**

Section I: Completed by the College or Area

Complete the chart of current department faculty representation: full-time, regular tenured and tenure-earning faculty. Include tenured or tenure-earning faculty currently serving in administrative roles (chair, assistant dean, dean). Exclude all non-tenure earning regular, visiting, and multi-year faculty. Describe any special circumstances (a faculty member who lends diversity might be retiring before the department hires the proposed candidate, for instance).

Transmit this form with Section I completed, along with the candidate's curriculum vitae to EO and AA via email at [eeo@ucf.edu](mailto:eeo@ucf.edu). No original signatures are required since the form is submitted electronically and the email transmittal will serve as official authorization. Note that the email must be submitted by each college or area dean's or vice president's office.

If available at this time, please also attach three telephone reference checks, documented on EO and AA's Telephone Reference Check form. Note that a current letter of recommendation (no more than one year old) may be used in place of one of the required telephone reference checks. *Although not required with the form, these documented references will be required for all program hires for review by the provost at the interview stage as well as by EO and AA at the time of hire, consistent with the Faculty Hiring Guide.*

#### Section II: Completed by EO and AA

EO and AA will determine the representation of the department or unit and compare it with defined availability standards consistent with the Affirmative Action Plan. EO and AA will provide comments to the provost.

#### Section III: Completed by the Office of the Provost and Executive Vice President

The provost will approve or deny the request and the form will be returned to the college or area. The Request for Consideration of Prospective Faculty Member form should be printed and included in the hiring package to be submitted to EO and AA, in accordance with the university's Faculty Hiring Guide. This form will also serve as the EO and AA approval for Exemption from Posting, Exemption #7, when approved by the provost. A separate Request for Exemption from Posting form is not required.

Questions regarding the program and approval procedure may be addressed to the Office of Academic Affairs. For information regarding the review of department representation (Section II of the form), please contact EO and AA.

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** Tenure recommendations

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval of tenure for faculty members whose names are included on the attached list.

**BACKGROUND INFORMATION**

The UCF tenure process requires that faculty members must obtain tenure by the end of their sixth year of employment. The tenure procedure requires review by the department promotion and tenure committee, the department chair, the college promotion and tenure committee, the dean of the college, the university promotion and tenure committee, the provost, and the president. Their recommendations are then submitted to the University of Central Florida Board of Trustees for final approval.

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**Supporting documentation:** 2012 Tenure Recommendations

**Prepared by:** Professor Lyman Brodie, Interim Associate Vice Provost

**Submitted by:** Dr. Tony G. Waldrop, Provost and Executive Vice President

**2012 TENURE NOMINATIONS  
UNIVERSITY OF CENTRAL FLORIDA**

<b>Name</b>	<b>Rank</b>	<b>Department</b>
<b>College of Arts and Humanities</b>		
Lisa Nalbone	Associate Professor	Modern Languages and Literatures
Florin M. Mihai	Associate Professor	Modern Languages and Literatures
Michael Strawser	Associate Professor	Philosophy
Lisa Mills	Associate Professor	Film
<b>College of Business Administration</b>		
C. Keith Harrison	Associate Professor	College of Business Administration Dean's Office
Huifang Mao	Associate Professor	Marketing
<b>College of Education</b>		
Bobby H. Hoffman	Associate Professor	School of Teaching, Learning, and Leadership
Edward M. Kian	Associate Professor	Child, Family, and Community Sciences
Rosa Cintron-Delgado	Associate Professor	Educational and Human Sciences
Haiyan Bai	Associate Professor	Educational and Human Sciences
<b>College of Engineering and Computer Science</b>		
Aman Behal	Associate Professor	Electrical Engineering and Computer Science
Marshall F. Tappen	Associate Professor	Electrical Engineering and Computer Science
Joseph LaViola, Jr.	Associate Professor	Electrical Engineering and Computer Science
Nina Orlovskaya	Associate Professor	Mechanical, Materials, and Aerospace Engineering
Ali P. Gordon	Associate Professor	Mechanical, Materials, and Aerospace Engineering
Kevin R. Mackie	Associate Professor	Civil, Environmental, and Construction Engineering
<b>College of Health and Public Affairs</b>		
Roberto Hugh Potter	Professor	Criminal Justice
<b>Rosen College of Hospitality Management</b>		
Jill Fjelstul	Associate Professor	Tourism, Events, and Attractions
Khaldoon Nusair	Associate Professor	Hospitality Services
David J. Kwun	Associate Professor	Hospitality Services
<b>College of Nursing</b>		
Christopher Blackwell	Associate Professor	College of Nursing

Name	Rank	Department
<b>College of Sciences</b>		
Kimberly Voss	Associate Professor	Nicholson School of Communication
George W. Musambira	Associate Professor	Nicholson School of Communication
Ann Miller	Associate Professor	Nicholson School of Communication
Jonathan Matusitz	Associate Professor	Nicholson School of Communication
John H. Walker	Associate Professor	Anthropology
Kenneth Michael Fedorka	Associate Professor	Biology
William G. R. Crampton	Associate Professor	Biology
Shengli Zou	Associate Professor	Chemistry
Myunghee Kim	Associate Professor	Political Science
Abdelkader Kara	Associate Professor	Physics
James Szalma	Associate Professor	Psychology
Dorin Ervin Dutkay	Associate Professor	Mathematics
Jason Swanson	Associate Professor	Mathematics
<b>Centers and Institutes</b>		
Ming Su	Associate Professor	NanoScience Technology Center



**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** UCF 2012-13 Work Plan

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval of UCF 2012-13 Work Plan.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 states that each board of trustees shall prepare a multi-year work plan for the Florida Board of Governors. The plan will outline the university's top priorities, strategic directions, and specific actions as well as performance expectations and outcomes on institutional and systemwide goals. It is expected that the work plan will reflect the university's distinctive mission and core institutional strengths within the context of State University System's goals and regional or statewide needs.

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**Supporting documentation:** UCF 2012-13 Work Plan (to follow under separate cover)

**Prepared by:** Diane Z. Chase, Executive Vice Provost  
M. Paige Borden, Assistant Vice President for Institutional  
Knowledge Management

**Submitted by:** Tony Waldrop, Provost and Executive Vice President

# UCF

## 2012-13 Work Plan



**University of Central Florida**

*Work Plan Presentation for 2012-13 Board of Governors Review*



## INTRODUCTION

*The State University System of Florida has developed three tools that aid in guiding the System's future.*

- 1) The Board of Governors' new **Strategic Plan 2012-2025** is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's **Annual Accountability Report** provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional **Work Plans** connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

*These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.*

*The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.*

*Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.*



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## MISSION STATEMENT (What is your purpose?)

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 experience-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.

## VISION STATEMENT (What do you aspire to?)

UCF has embarked on a bold venture to become a new kind of university that provides leadership and service to the Central Florida city-state. While sustaining bedrock capabilities in the future, the university will purposely pursue new strengths by leveraging innovative partnerships, effective interdisciplinarity, and a culture of sustainability highlighted by a steadfast commitment to inclusiveness, excellence, and opportunity for all.

## STATEMENT OF STRATEGY (How will you get there?)

*Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.*

UCF will pursue our goals by favoring tactics that feature partnerships and interdisciplinary approaches to problems of significance to the university and the Central Florida city-state. We will sustain our abiding commitments to inclusiveness, excellence in all endeavors, and opportunity for all. UCF plans to sustain programs in its areas of historic strength – such as engineering, business, computer sciences, the natural sciences, and teacher education – and have the confidence and nimbleness to exploit strategic opportunities in areas as diverse as medicine, the performing arts, and emerging fields.



## STRENGTHS AND OPPORTUNITIES *(within 3 years)*

*What are your core capabilities, opportunities and challenges for improvement?*

- Opportunities: High student retention, progression, and graduation rates; M.D. program and supporting initiatives, including new bio-related programs; graduate study and research in both traditional and emerging disciplines; 2+2 *DirectConnect* program; university efficiencies in utilities, maintenance, and property management; and ample opportunities for academic community engagement and partnerships.
- Challenges: High student-to-faculty ratio; high transfer population resulting in a greater proportion of high-cost, major-specific course offerings, which are more costly than general education course work; and, significant recurring budget reductions, along with the lack of fiscal stability for planning purposes.

## KEY INITIATIVES & INVESTMENTS *(within 3 years)*

*Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.*

1 – Faculty: Hire additional full-time faculty in areas of specific focus (e.g. STEM, area of strategic programmatic emphasis, and emerging fields).

Hiring full-time faculty enhances the undergraduate and graduate academic experience by ensuring the availability of course offerings to meet overall enrollment growth, decreasing class size, increasing student retention and graduation, supporting undergraduate and graduate research, and stabilizing UCF's student to faculty ratio. An emphasis on hiring tenure and tenure-track faculty addresses the overall mix of faculty and recent reliance on non-tenure-track faculty, while boosting our growing research promise and potential economic impact.

2 – Research and Graduate Activity: Increase graduate degree program breadth, interdisciplinarity, and quality, while enhancing the volume and impact of UCF research.

Increasing graduate activity supports the emerging preeminence of UCF's graduate enterprise as indicated by the most recent 2013 Best Graduate Schools' rankings from *U.S. News & World Report*, including 20 UCF programs listed in the top 100 with 7 ranked in the top 50. To ensure the continued growth and quality, UCF plans to develop programs across a broader range of disciplines focusing on interdisciplinary programs and research. Increasing graduate activity also furthers the volume and economic impact of UCF research, building upon the \$1.1 billion in external research grants received in the last decade.

3 – College of Medicine: Continue development of the necessary infrastructure to ensure the success of the College of Medicine M.D. program.

The College of Medicine and its Lake Nona and Central Florida partners are building a medical city, forming partnerships to improve the quality of healthcare in the city-state, and creating an economic engine with a projected multi-billion dollar economic impact for the region. Development of the infrastructure requires continued hiring of medical faculty members and essential staff members, achievement of full accreditation, continued implementation of the College of Medicine Faculty Practice, initiating the development of new graduate medical education programs in Central Florida, and expansion of biomedical and clinical research.



## KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'<sup>1</sup>, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

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<sup>1</sup> The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).





## KEY PERFORMANCE INDICATORS

### Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
<b>Academic Quality</b>					
<b>National Ranking for University and Programs</b>					
UCF plans to improve graduate and overall rankings by hiring additional faculty members in select areas to enhance graduate program quality, student selectivity, research volume and impact.					
Avg. SAT Score	1% <sup>1</sup>	1736	1750	1752	1756
Avg. High School GPA (on 4.0 scale)	6%	3.72	3.78	3.80	3.82
Professional/Licensure Exam First-time Pass Rates <sup>2</sup>					
Exams Above National/State Benchmark	n/a	2	2	2	3
Exams Below National/State Benchmark	n/a	0	0	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
<b>SUBTOTAL OF IMPROVING METRICS</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Operational Efficiency</b>					
Freshman Retention Rate	5%	87%	88%	88%	89%
FTIC Graduation Rates					
In 4 years (or less)	3%	35%	36%	36%	37%
In 6 years (or less)	5%	62%	63%	64%	65%
AA Transfer Graduation Rates					
In 2 years (or less)	-7%	28%	28%	29%	29%
In 4 years (or less)	-1%	67%	67%	68%	68%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
<b>SUBTOTAL OF IMPROVING METRICS</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Return on Investment</b>					
Bachelor's Degrees Awarded	32%	10,646	11,400	12,200	13,500
Percent of Bachelor's Degrees in STEM	0%	16%	17%	17%	18%
Graduate Degrees Awarded	25%	2,538	2,625	2,700	2,780
Percent of Graduate Degrees in STEM	8%	27%	28%	28%	28%
Percent of Baccalaureate Graduates Employed in Florida	-12%	65% <sup>3</sup>	65%	66%	68%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	1%	18% <sup>3</sup>	18%	19%	19%
Annual Gifts Received (\$M)	-37%	\$ 19.7	\$ 16.5	\$ 21.5	\$ 34.5
Endowment (\$M)	30%	\$ 125.7	\$ 130.0	\$ 136.0	\$ 145.0
<b>SUBTOTAL OF IMPROVING METRICS</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL OF IMPROVING METRICS</b>	<b>11</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.





## KEY PERFORMANCE INDICATORS

### Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	-20%	4	5	8	12
National Academy Members	n/a	1 <sup>1</sup>	1	1	2
Number of Post-Doctoral Appointees	n/a	58	65	68	75
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures <i>(based on 8 broad discipline areas, and includes private universities)</i>	n/a	4 <sup>1</sup>	4	4	5
SUBTOTAL OF IMPROVING METRICS	0		4	4	4
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) <i>(includes non-Science &amp; Engineering disciplines)</i>	-11%	\$ 109.2	\$ 125.0	\$ 127.5	\$ 132.5
Science & Engineering Research Expenditures (\$M)	-10%	\$ 97.3	\$ 110.0	\$ 112.5	\$ 117.5
Percent of Research Expenditures funded from External Sources	16%	84%	85%	86%	87%
Patents Issued	162%	76	80	85	90
Licenses/Options Executed	133%	14	10	12	15
Licensing Income Received (\$M)	150%	\$ 0.5	\$ 0.6	\$ 0.8	\$ 0.8
Number of Start-up Companies	0%	2	2	3	4
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	-11%	\$ 95.1	\$ 107.5	\$ 107.5	\$ 107.5
National Rank is Higher than Predicted by the Financial Resources Ranking <i>(based on U.S. News &amp; World Report)</i>	n/a	NR-FR 177-265	n/a	n/a	n/a
Research Doctoral Degrees Awarded	38%	245	238	245	255
Professional Doctoral Degrees Awarded	n/a	40	36	110	122
SUBTOTAL OF IMPROVING METRICS	6		8	10	10
TOTAL OF IMPROVING METRICS	6		12	14	14

Notes: (1) the most recent faculty Awards data is based on 2009-10 data.



## KEY PERFORMANCE INDICATORS

### Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Bachelor's Degrees in Areas of Strategic Emphasis	31%	3,406	3,640	3,850	4,200
Graduate Degrees in Areas of Strategic Emphasis	29%	1,252	1,290	1,825	1,860
Bachelor's Degrees Awarded to Minorities	64%	2,543	2,850	3,050	3,510

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

**Goal 1.** College of Medicine: Continue development of the necessary infrastructure to ensure success of the College of Medicine M.D. program. As the inaugural M.D. class enters its fourth and final year, UCF looks to achieve several critical milestones: full accreditation from the Liaison Committee on Medical Education in 2013, graduation and residency placement of the inaugural class in 2013, expansion of the COM Faculty Practice to cover all non-faculty costs in 2014-15; a fully-enrolled education program with 480 students in 2016, creation of a Graduate Medical Education Program (residency and/or fellowship programs), and creation of collaborative research and graduate programs with other units and colleges of the university and medical city partners.

LCME Accreditation, M.D. Enrollment (GME Application Progress)	n/a	Preliminary, 100 (n/a)	Provisional, 180 (n/a)	Achieve Full, 280 (apply)	Full, 420 (approved)
UCF Health Faculty Practice (percent of non-faculty costs covered by practice revenue)	n/a	0%	25%	50%	100%

**Goal 2.** Be America's leading partnership university. The UCF business incubation program supports the Central Florida economy by providing early-stage companies with tools, training, and infrastructure needed to create financially stable high growth and impact enterprises. In the past decade, the program has helped emerging companies create over \$500 million in annual revenue and more than 1,600 new jobs with an average salary of \$59,000.

Total Jobs Created by Incubator Companies	138%	1,575	1,700	1,850	2,000
Total Companies Graduated by Incubators	100%	66	72	80	90



## OPERATIONS



## FISCAL INFORMATION

### University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
<b>Education &amp; General – Main Operations</b>						
State Funds	\$ 286.5	\$ 268.8	\$ 249.9	\$ 258.2	\$ 223.4	\$168.4
Tuition	\$ 118.3	\$ 137.2	\$ 159.0	\$ 184.6	\$ 206.4	n/a
<b>TOTAL MAIN OPERATIONS</b>	<b>\$ 410.3</b>	<b>\$ 414.9</b>	<b>\$ 417.0</b>	<b>\$450.7</b>	<b>\$ 444.6</b>	<b>n/a</b>
<b>Education &amp; General – Health-Science Center / Medical Schools</b>						
State Funds	\$ 4.5	\$ 8.8	\$ 19.0	\$ 21.4	\$ 22.2	\$ 23.0
Tuition	\$ 0	\$ 0	\$ 0.8	\$ 2.4	\$ 4.6	n/a
<b>TOTAL HSC</b>	<b>\$ 4.5</b>	<b>\$ 8.8</b>	<b>\$ 20.0</b>	<b>\$ 24.5</b>	<b>\$ 26.9</b>	<b>n/a</b>
<b>Education &amp; General – Institute of Food &amp; Agricultural Sciences (IFAS)</b>						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
<b>TOTAL IFAS</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>EDUCATION &amp; GENERAL TOTAL REVENUES</b>	<b>\$ 414.9</b>	<b>\$ 423.7</b>	<b>\$ 437.0</b>	<b>\$ 475.1</b>	<b>\$ 471.5</b>	<b>n/a</b>

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

### OTHER BUDGET ENTITIES

#### Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 117.0	\$ 132.5	\$ 128.0	\$ 136.5	\$ 148.4	n/a
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#### Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$114.3	\$ 116.2	\$ 107.8	\$ 108.4	\$ 110.0	n/a
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#### Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 283.2	\$ 328.4	\$ 388.4	\$ 445.6	\$ 493.1	n/a
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#### Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	n/a	n/a	\$ 0.0	\$ 0.0	\$ 0.7	n/a
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<b>OTHER BUDGET ENTITY TOTAL REVENUES</b>	<b>\$ 514.5</b>	<b>\$ 577.1</b>	<b>\$ 624.1</b>	<b>\$ 690.6</b>	<b>\$ 752.0</b>	<b>n/a</b>
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<b>UNIVERSITY REVENUES GRAND TOTAL</b>	<b>\$ 929.3</b>	<b>\$ 1,000.8</b>	<b>\$ 1,061.3</b>	<b>\$ 1,165.7</b>	<b>\$ 1,214.0</b>	<b>n/a</b>
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## FISCAL INFORMATION (continued)

### Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
<b>Base Tuition</b>	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
<b>Tuition Differential Fee</b>	\$476	\$749	\$1,326	\$1,989	\$2,753
<b>Percent Increase</b>	15%	15%	15%	15%	15%
<b>Required Fees<sup>1</sup></b>	\$1,674	\$1,736	\$1,821	\$1,946	\$2,061
<b>TOTAL TUITION AND FEES</b>	<b>\$5,021</b>	<b>\$5,584</b>	<b>\$6,247</b>	<b>\$7,035</b>	<b>\$7,914</b>

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

### Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
<b>Percent of Bachelor's Recipients with Debt</b>	45%	46%	46%	49%	51%
<b>Average Amount of Debt</b> <i>for Bachelor's who have graduated with debt</i>	\$19,234	\$20,088	\$20,484	\$19,730	\$19,356
<b>Student Loan Cohort Default Rate</b> (2nd Year)	4.0%	3.3%	4.4%	n/a	n/a
<b>Student Loan Cohort Default Rate</b> (3rd Year)	6.3%	6.1%	7.7%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

### Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
<b>ON-CAMPUS</b>	\$4,518	\$924	\$8,574	\$1,800	\$2,276	<b>\$18,092</b>
<b>AT HOME</b>	\$4,518	\$924	\$4,450	\$1,800	\$2,276	<b>\$13,968</b>

### Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	6,424	21%	\$11,552	\$-657	\$5,757	\$6,105
\$40,000-\$59,999	3,137	10%	\$13,200	\$862	\$4,158	\$5,454
\$60,000-\$79,999	2,850	9%	\$14,426	\$1,987	\$3,020	\$5,924
\$80,000-\$99,999	2,600	8%	\$14,829	\$2,326	\$2,671	\$6,132
\$100,000 Above	8,503	28%	\$15,061	\$2,397	\$2,577	\$6,391
Missing	6,892	23%	\$15,374	\$2,658	\$2,126	\$10,228
<b>TOTAL</b>	<b>30,406</b>	<b>100%</b>	<b>AVERAGE</b> <b>\$14,073</b>	<b>\$1,596</b>	<b>\$3,385</b>	<b>\$6,706</b>

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.



## FISCAL INFORMATION (continued)

### TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	5/24/2012 (anticipated)
Implementation Date (month/year):	8/2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire university.
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses.
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$24.96
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$19.24
\$ Increase in tuition differential for 30 credit hours:	\$577.20
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	\$19,836,047
Total differential fee revenue generated in 2012-13 (projected):	\$44,057,092
Intended Uses	
Differential tuition revenue is essential to the university to maintain and/or increase undergraduate course offerings, maintain and/or hire faculty members teaching undergraduate courses, and support other activities, initiatives, and services that will directly enhance the overall undergraduate experience and improve student retention and graduation rates.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>Without differential tuition, the University of Central Florida's ability to continue to provide high-quality access to undergraduate degrees is at risk. During the past five years, UCF's undergraduate student population has increased by 26 percent in response to our commitment to serve the growing needs of our community and provide high-quality undergraduate degrees for Florida residents. During that same period, funding reductions to our E&amp;G base budget have totaled just under \$144 million (a 49 percent reduction to our state-allocated budget).</p> <p>UCF's current student-to-faculty ratio is 31.7 to 1. To maintain the current ratio, UCF needed to add 68 additional full-time faculty members during 2011-12. However, differential tuition funds supported an increase of only 23 full-time faculty members. Differential tuition is essential to help slow the student-to-faculty ratio increase.</p> <p>Furthermore, without additional tuition revenues to maintain vital student support services for our general and at-risk populations, retention and graduation rates will be severely compromised. For instance, without differential tuition, UCF's average undergraduate class size of 51 students will increase.</p> <p>Under normal economic conditions, differential tuition funds available over the past several years would have served to enhance rather than only maintain the quality of undergraduate education and related student-support services for our continuing and new students. However, despite past tuition increases and the careful restructuring of operations and thoughtful planning in response to the economic crisis, available funds are still insufficient to offset past state reductions, let alone address further reductions, rising expenses due to inflation, and UCF's commitment to growth and access.</p> <p>Differential tuition is an essential tool for UCF to continue our commitment to access and to provide a high-quality education to students.</p>	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	
N/A	





## FISCAL INFORMATION (continued)

### TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
<p><b>1. Department of Writing and Rhetoric: \$1,121,000</b> Continuing support for the Department of Writing and Rhetoric (DWR), whose mission is to coordinate and support a comprehensive vertical writing curriculum at UCF. This program will serve as a flagship vertical writing program and as a national model for how a large public university can act on best practices and research about writing. It will also support a Writing Across the Curriculum program, along with innovative new writing degrees and certificates staffed with full-time composition instructors. We believe this initiative will distinguish UCF regionally and nationally.</p>	<p>The university created a Department of Writing and Rhetoric (DWR) in 2010 to design and support a new writing curriculum while also offering more writing services through the University Writing Center (UWC). Searches for two tenured faculty members were conducted successfully in 2010-11 to direct the UWC and the university's writing across the curriculum (WAC) program. In addition, three tenure-earning faculty, six instructors, two advisors, and an admissions specialist were hired in 2011-12. Searches for one tenure-earning faculty and two instructors were conducted for positions beginning in Fall 2012. Two Faculty Fellows programs for the WAC program were established and attracted two dozen participants from five colleges and one regional campus. In addition, an undergraduate certificate in public and professional writing and a writing minor were implemented in Fall 2011. Currently, there are 46 students in the undergraduate minor.</p>
<p><b>2. Pre-professional Advising Office: \$250,000</b> Continue support for the Office of Pre-Professional Advising (OPPA) that was established to: a) provide guidance and support to students interested in pursuing careers in the health and legal professions; and b) assist pre-professional students in any undergraduate major by offering academic advising, administrative support, and other activities related to preparing for, and applying, to professional schools.</p>	<p>Differential tuition for the Office of Pre-professional Advising supported the following undergraduate student activities and services in 2011-12: a) more than 1,400 students were served through their student professional organizations, b) 1,920 in-office advising consultations occurred with students interested in the legal profession and in 12 health professions, c) more than 1,500 students participated in workshops and presentations sponsored by various UCF and external entities, d) representatives from 26 law and health professional schools addressed students, e) advising consultations were assessed, g) participants engaged in numerous campus-wide advising showcase events; and h) relationships were built with law school and health professional school admissions representatives.</p>
<p><b>3. Undergraduate Education Enhancement Initiatives: \$1,034,133 – Recurring 2009-10 initiative</b> Continue support for the English and math class size initiative to provide more individualized instruction and enhance student success in these general education courses, as well as other subsequent courses, and increase overall retention; and maintain the operating hours of the University Writing Center (UWC) and the Mathematical Assistance and Learning Lab (MALL) and the overall number and quality of</p>	<p>The English Initiative supported updated curriculum, smaller class sizes, and increased use of the University Writing Center (UWC). Differential tuition funds continue to support six instructors affiliated with the English Initiative who taught 1,052 students and participated in the third year of a three-year assessment project to study class-size and teacher-training effects. Funds for the English initiative also allowed additional tutors to be hired in the UWC. These tutors provided 4,935 consultations to help undergraduate students improve their writing skills.</p>



<p>student consultations.</p>	<p>The Math Initiative supported a pilot section of mixed-mode College Trigonometry in Spring 2011 with this section continuing in 2011-12. Beginning in Spring 2013, all sections of College Trigonometry will be offered in the new format. Three sections of the new Calculus I format were offered in Fall 2011. Starting from Spring 2012, all sections of (non-honors) Calculus I were offered in the redesigned mode. Changes for 2011-12 resulted in 79 added sections in the MALL over 2010-11, with a total impact of 7,089 students. Preliminary evidence indicates that the goals that were set by this redesign were met.</p>
<p><b>4. Enhance Academic Advising Support: \$792,000</b> Recurring 2009-10 initiative. Continue support for the academic advising program for First Time in College (FTIC) students, second-year sophomores, and transfer students to enable transition into colleges through dedicated advisors.</p>	<p>Concluding its third year, the Academic Advising Enhancement Program (AAEP) continues to support 18 advisors. These advisors identified at-risk populations and implemented interventions to help students avoid academic probation. Innovations included modification of the transfer orientation to expand advising sessions, along with extensive use of technology to help instructors connect with students via live video chats, web courses, and online presentations. All colleges developed new presentations for transfer orientation that focused on how to address transfer shock, how to build a successful first-semester schedule of courses, and how to access campus resources. In addition, a sophomore-week web course was developed.</p>
<p><b>5. Undergraduate Student Support: \$13,757,598</b> Continue support for colleges to maintain or increase undergraduate course offerings, hire and support faculty members teaching undergraduate courses, and undertake other initiatives that will directly enhance the overall undergraduate experience and improve retention and graduation rates.</p>	<p>Differential tuition funds enabled colleges to hire and maintain faculty members and adjuncts who taught an estimated 127 additional course sections and continued instruction for 1,606 course sections.</p> <p>Other selected examples of funded initiatives include the following: The College of Business Administration Undergraduate Student Services continued several initiatives to assist new and returning students, such as the development of the nationally recognized "COBA Pass" system, which has reduced waiting time for advising while increasing advising options; the creation of a website for CBA orientation sessions, which has streamlined the orientation process; and the development of a system to identify students who are performing below satisfactory and alert them to the need to seek additional advising. CBA has also started work on an undergraduate mentoring system to improve retention rates.</p> <p>The College of Arts and Humanities used the differential tuition to hire and retain over 25 tenure-earning faculty members and non-tenure earning instructors to teach undergraduate courses to more than 4,800 students. These faculty members are addressing the needs of undergraduate education in specific areas such as Spanish, American History, Creative Writing, and Philosophy. Other faculty members were hired for the newly formed School of Visual</p>





	Arts and Design that currently has more than 1,700 undergraduate majors.
<b>Additional Detail, where applicable:</b>	
Total Number of Faculty Hired or Retained (funded by tuition differential):	23 hired, 187 retained
Total Number of Advisors Hired or Retained (funded by tuition differential):	1 hired, 28 retained
Total Number of Course Sections Added or Saved (funded by tuition differential):	127 added, 1,606 retained
<b>2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)</b>	<b>University Update on Each Initiative</b>
Thirty percent of differential tuition funds collected will be used to help reduce the financial debt of those degree-seeking undergraduates who demonstrate financial need as evidenced by the results of the Free Application for Federal Student Aid (FAFSA)	The tuition differential revenue allowed UCF to increase the number of students receiving the award (from 5,610 in 2010-11 to 6,745 in 2011-12, a 20.2 percent increase) and increase the average award (from \$555 in 2010-11 to \$939 in 2011-12, a 69.2 percent increase).
<b>Additional Information (estimates as of April 30, 2012):</b>	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	6,745
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$939
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$300
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,200



## FISCAL INFORMATION (continued)

### TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES, & AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13

**University Tuition Differential**

Budget Entity: 48900100 (Educational &amp; General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	Estimated Actual* 2011-12 -----	Estimated 2012-13 -----
<b><u>FTE Positions:</u></b>		
Faculty	209	393
Advisors	29	39
Staff	10	14
Total FTE Positions:	248	446
<b><u>Balance Forward from Prior Periods</u></b>		
Balance Forward	\$ -	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ -
<b><u>Receipts / Revenues</u></b>		
Tuition Differential Collections	\$ 24,221,045	44,057,092
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 24,221,045	\$ 44,057,092
<b><u>Expenditures</u></b>		
Salaries & Benefits	\$ 16,236,532	\$ 29,899,964
Other Personal Services	364,478	544,000
Expenses	298,747	296,000
Operating Capital Outlay	54,974	100,000
Student Financial Assistance	7,266,314	13,217,127
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$ 24,221,045	\$ 44,057,092
<b>Ending Balance Available:</b>	<b>\$ 0</b>	<b>\$ 0</b>

\*Since the 2011-12 year has not been completed, provide an estimated actual.

\*\*Provide details for "Other Categories" used.



## FISCAL INFORMATION (continued)

### UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<b>Tuition:</b>							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	8.41	\$15.88	\$24.96	\$44.20	\$66.32	\$91.76	\$121.02
<b>Total Base Tuition &amp; Differential per Credit Hour</b>	<b>\$97.00</b>	<b>\$111.55</b>	<b>\$128.28</b>	<b>\$147.52</b>	<b>\$169.64</b>	<b>\$195.08</b>	<b>\$224.34</b>
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<b>Fees (per credit hour):</b>							
Student Financial Aid <sup>1</sup>	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement <sup>2</sup>	\$4.76	\$4.76	\$4.76	\$6.76	\$8.76	\$10.33	\$10.33
Activity & Service	\$10.64	\$10.79	\$10.79	\$10.79	\$11.32	\$11.88	\$12.47
Health	\$8.99	\$9.52	\$9.88	\$10.30	\$10.81	\$11.35	\$11.91
Athletic	\$12.68	\$12.98	\$13.10	\$13.44	\$14.11	\$14.81	\$15.55
Transportation Access	\$7.94	\$8.19	\$9.00	\$9.10	\$9.55	\$10.02	\$10.52
Technology <sup>1</sup>	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
<b>Total Fees</b>	<b>\$53.85</b>	<b>\$55.80</b>	<b>\$57.85</b>	<b>\$60.71</b>	<b>\$64.87</b>	<b>\$68.71</b>	<b>\$71.10</b>
<b>Total Tuition and Fees per Credit Hour</b>	<b>\$150.85</b>	<b>\$167.35</b>	<b>\$186.13</b>	<b>\$208.23</b>	<b>\$234.51</b>	<b>\$263.79</b>	<b>\$295.44</b>
% Change		10.9%	11.2%	11.9%	12.6%	12.5%	12.0%
<b>Fees (block per term):</b>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
<b>Total Block Fees per term</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$2,910.00</b>	<b>\$3,346.50</b>	<b>\$3,848.40</b>	<b>\$4,425.60</b>	<b>\$5,089.20</b>	<b>\$5,852.40</b>	<b>\$6,730.20</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$1,615.50</b>	<b>\$1,674.00</b>	<b>\$1,735.50</b>	<b>\$1,821.30</b>	<b>\$1,946.10</b>	<b>\$2,061.30</b>	<b>\$2,133.00</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$4,525.50</b>	<b>\$5,020.50</b>	<b>\$5,583.90</b>	<b>\$6,246.90</b>	<b>\$7,035.30</b>	<b>\$7,913.70</b>	<b>\$8,863.20</b>
\$ Change		\$495.00	\$563.40	\$663.00	\$788.40	\$878.40	\$949.50
% Change		10.9%	11.2%	11.9%	12.6%	12.5%	12.0%
<b>Out-of-State Fees</b>							
Out-of-State Undergraduate Fee	\$491.41	\$491.41	\$491.41	\$511.06	\$531.50	\$552.76	\$574.87
Out-of-State Undergraduate Student Financial Aid <sup>3</sup>	\$24.57	\$24.57	\$24.57	\$25.55	\$26.57	\$27.63	\$28.74
Total per credit hour	\$515.98	\$515.98	\$515.98	\$536.61	\$558.07	\$580.39	\$603.61
% Change		0.0%	0.0%	4.0%	4.0%	4.0%	4.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$2,910.00</b>	<b>\$3,346.50</b>	<b>\$3,848.40</b>	<b>\$4,425.60</b>	<b>\$5,089.20</b>	<b>\$5,852.40</b>	<b>\$6,730.20</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$17,094.90</b>	<b>\$17,153.40</b>	<b>\$17,214.90</b>	<b>\$17,919.60</b>	<b>\$18,688.20</b>	<b>\$19,473.00</b>	<b>\$20,241.30</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$20,004.90</b>	<b>\$20,499.90</b>	<b>\$21,063.30</b>	<b>\$22,345.20</b>	<b>\$23,777.40</b>	<b>\$25,325.40</b>	<b>\$26,971.50</b>
\$ Change		\$495.00	\$563.40	\$1,281.90	\$1,432.20	\$1,548.00	\$1,646.10
% Change		2.5%	2.7%	6.1%	6.4%	6.5%	6.5%
<b>Housing/Dining<sup>4</sup></b>	<b>\$8,538.00</b>	<b>\$8,765.00</b>	<b>\$9,063.00</b>	<b>\$9,276.00</b>	<b>\$9,554.00</b>	<b>\$9,841.00</b>	<b>\$10,136.00</b>
\$ Change	<b>\$0.00</b>	<b>\$227.00</b>	<b>\$298.00</b>	<b>\$213.00</b>	<b>\$278.00</b>	<b>\$287.00</b>	<b>\$295.00</b>
% Change		2.7%	3.4%	2.4%	3.0%	3.0%	3.0%
<sup>1</sup> can be no more than 5% of tuition. <sup>3</sup> can be no more than 5% of tuition and the out-of-state fee.							
<sup>2</sup> capped in statute. <sup>4</sup> combine the most popular housing and dining plans provided to students							



## ENROLLMENT PLANNING

### Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	13%	24,519	52%	23,767	47%	23,873	46%	24,136	45%
FTIC (Profile Admit)	-22%	201	0%	228	0%	225	0%	224	0%
AA Transfers*	61%	17,240	36%	21,161	42%	22,206	42%	23,258	43%
Other Transfers	6%	5,345	12%	5,881	12%	6,126	12%	6,397	12%
Subtotal	26%	47,395	100%	51,037	100%	52,429	100%	54,014	100%
GRADUATE STUDENTS									
Master's	29%	6,131	77%	6,027	76%	6,036	76%	6,083	76%
Research Doctoral	9%	1,644	21%	1,680	21%	1,677	21%	1,697	21%
Professional Doctoral	n/a	156	2%	235	3%	239	3%	237	3%
Subtotal	27%	7,931	100%	7,942	100%	7,952	100%	8,017	100%
NOT-DEGREE SEEKING	-20%	911		859		850		845	
MEDICAL	n/a	100		280		360		420	
TOTAL	25%	56,337		60,118		61,591		63,296	

Note\*: AA transfers refer only to transfers from the Florida College System.

### Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
<b>UNDERGRADUATE</b>									
DISTANCE (>80%)	195%	7,686	24%	9,304	27%	10,127	28%	10,927	29%
HYBRID (50%-79%)	91%	1,904	6%	2,201	6%	2,465	7%	2,770	7%
TRADITIONAL (<50%)	4%	22,662	70%	23,404	67%	23,835	65%	24,628	64%
<b>TOTAL</b>	<b>27%</b>	<b>32,251</b>	<b>100%</b>	<b>34,909</b>	<b>100%</b>	<b>36,426</b>	<b>100%</b>	<b>38,325</b>	<b>100%</b>
<b>GRADUATE</b>									
DISTANCE (80%)	123%	1,262	29%	1,238	29%	1,281	30%	1,302	30%
HYBRID (50%-79%)	55%	400	9%	479	11%	516	12%	556	13%
TRADITIONAL (<50%)	-3%	2,652	62%	2,522	60%	2,458	58%	2,434	57%
<b>TOTAL</b>	<b>21%</b>	<b>4,314</b>	<b>100%</b>	<b>4,239</b>	<b>100%</b>	<b>4,255</b>	<b>100%</b>	<b>4,292</b>	<b>100%</b>

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



## ENROLLMENT PLANNING (continued)

### Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<b>Florida Resident</b>								
LOWER DIVISION	10,306	11,555	10,306	11,454	11,609	11,932	12,920	2.3%
UPPER DIVISION	16,000	21,078	16,000	22,436	23,760	25,285	29,152	6.7%
GRAD I	2,327	2,967	2,327	2,981	2,992	3,081	3,168	1.3%
GRAD II	379	558	379	561	563	568	596	1.3%
<b>TOTAL</b>	<b>29,012</b>	<b>36,157</b>	<b>29,012</b>	<b>37,433</b>	<b>38,924</b>	<b>40,803</b>	<b>45,408</b>	<b>4.7%</b>
<b>Not a Florida Resident</b>								
LOWER DIVISION		470		466	473	486	526	2.3%
UPPER DIVISION		519		552	585	622	718	6.7%
GRAD I		307		309	310	313	328	1.3%
GRAD II		386		388	390	393	413	1.3%
<b>TOTAL</b>	<b>1,528</b>	<b>1,683</b>	<b>1,528</b>	<b>1,716</b>	<b>1,757</b>	<b>1,814</b>	<b>1,984</b>	<b>2.5%</b>
<b>TOTAL</b>								
LOWER DIVISION		12,025		11,921	12,082	12,418	13,446	2.3%
UPPER DIVISION		21,597		22,989	24,345	25,907	29,870	6.7%
GRAD I		3,274		3,290	3,302	3,331	3,496	1.3%
GRAD II		945		949	953	961	1,009	1.3%
<b>TOTAL</b>	<b>30,540</b>	<b>37,841</b>	<b>30,540</b>	<b>39,148</b>	<b>40,681</b>	<b>42,617</b>	<b>47,820</b>	<b>4.8%</b>
<b>TOTAL (US FTE)</b>		<b>47,653</b>		<b>49,290</b>	<b>51,207</b>	<b>53,629</b>	<b>60,152</b>	<b>%</b>

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

### Medical Student Headcounts (FTE does not apply)

<b>Medicine Headcounts</b>								
FLORIDA RESIDENT	160	135	240	211	272	317	362	21.8%
NON-RESIDENT	20	44	40	69	88	103	118	21.8%
<b>TOTAL</b>	<b>180</b>	<b>179</b>	<b>280</b>	<b>280</b>	<b>360</b>	<b>420</b>	<b>480</b>	<b>21.8%</b>
<b>Dentistry Headcounts</b>								
FLORIDA RESIDENT	xxx	xxx	xxx	xxx	xxx	xxx	xxx	%
NON-RESIDENT	xx	xx	xx	xx	xx	xx	xx	%
<b>TOTAL</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>%</b>
<b>Veterinary Headcounts</b>								
FLORIDA RESIDENT	xxx	xxx	xxx	xxx	xxx	xxx	xxx	%
NON-RESIDENT	xx	xx	xx	xx	xx	xx	xx	%
<b>TOTAL</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>%</b>



## ACADEMIC PROGRAM COORDINATION

### New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Women's Studies	05.0207	-	FIU, UF, USF-T	N	34	Jul-2012
Photonics	14.1003	STEM	-	N	-	Mar-2013
Biomedical Engineering	14.0501	STEM	FGCU, FIU	N	-	Mar-2013
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Cognitive Sciences and Cognitive Disorders	30.2501	STEM	-	N	-	Mar-2013
Public History	54.0405	-	-	N	-	Mar-2013
Arts Management	50.1099	ECON	-	N	-	Mar-2013
<b>DOCTORAL PROGRAMS</b>						
Hospitality Management	52.0901	ECON	-	N	24	Mar-2012
Communication Sciences and Disorders	51.0204	HLTH	FSU, UF, USF-T	N	-	Mar-2013
Criminal Justice	43.0104	SECU	FSU	N	-	Mar-2013

### New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Communication and Conflict	30.2801	-	-	N	-	Mar-2014
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Public Health	51.2201	HLTH	FAMU, FIU, FSU, UF, USF-T, UWF	Y	-	Jul-2013
Biomedical Engineering	14.0501	STEM	FAMU, FAU, FIU, FSU, UF, USF-T	N	-	Mar-2014
<b>DOCTORAL PROGRAMS</b>						
Biomedical Engineering	14.0501	STEM	FAMU, FIU, FSU, UF, USF-T	N	-	Mar-2015
Public Health	51.2201	HLTH	FAMU, FIU, UF, USF-T	N	-	Mar-2015





## KEY PERFORMANCE INDICATOR DEFINITIONS

<b>Goals Common to All Universities</b>	
<b>Academic Quality</b>	
<b>National Ranking for University and Program(s)</b>	Describe plans for increasing national preeminence of University and select programs.
<b>Avg. SAT Score</b>	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
<b>Avg. HS GPA (on 4.0 scale)</b>	The average HS GPA for Admitted and Registered FTIC (B,E) students.
<b>Professional/Licensure Exam First-time Pass Rates</b> Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
<b>Percent of Undergraduate Seniors Participating in a Research Course</b>	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
<b>Operational Efficiency</b>	
<b>Freshman Retention Rate</b>	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
<b>FTIC Graduation Rates</b> In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
<b>AA Transfer Graduation Rates</b> In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
<b>Percent of Bachelor's Degrees Without Excess Hours</b>	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



<b>Return on Investment</b>	
<b>Bachelor's Degrees Awarded</b>	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
<b>Percent of Bachelor's Degrees in STEM</b>	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
<b>Graduate Degrees Awarded</b>	This is a count of graduate degrees granted.
<b>Percent of Graduate Degrees in STEM</b>	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
<b>Percent of Baccalaureate Graduates Employed in Florida</b>	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
<b>Percent of Baccalaureate Graduates Continuing their Education (in FL)</b>	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
<b>Annual Gifts Received (\$M)</b>	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at <a href="http://www.cae.org/vse">www.cae.org/vse</a> .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
<b>Endowment (\$M)</b>	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
<b>Goals Specific to Research Universities</b>	
<b>Academic Quality</b>	
<b>Faculty Awards</b>	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see <a href="#">link</a> .
<b>National Academy Members</b>	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
<b>Number of Post-Doctoral appointees</b>	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).





<b>Number of Science &amp; Engineering Disciplines nationally ranked in Top 100 for research expenditures</b>	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
<b>Return on Investment</b>	
<b>Total Research Expenditures (\$M)</b>	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
<b>Percent of R&amp;D Expenditures funded from External Sources</b>	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
<b>Patents Issued</b>	The number of patents issued in the fiscal year as reported to AUTM.
<b>Licenses/Options Executed</b>	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
<b>Licensing Income Received (\$M)</b>	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
<b>Number of Start-up Companies</b>	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
<b>Science &amp; Engineering Research Expenditures in non-medical/health sciences</b>	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see <a href="#">link</a> , table 36 minus table 52).
<b>National rank is higher than predicted by Financial Resources Ranking</b> <i>based on US News &amp; World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
<b>Research Doctoral Degrees Awarded</b>	The number of research doctoral degrees awarded annually.
<b>Professional Doctoral Degrees Awarded</b>	The number of professional doctoral degrees awarded annually.

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Neutral Host Distributed Antenna System Project

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approve entering a contract with AT&T Wireless whereby AT&T Wireless will fund, install, and manage a Neutral Host Distributed Antenna System (DAS) on the University of Central Florida campus and the northern portion of the Central Florida Research Park. The term of this contract is expected to exceed 10 years.

**BACKGROUND INFORMATION:**

AT&T Wireless was selected through the Facilities Planning RFP process to fund, install, and manage a Neutral Host DAS covering the Orlando main campus and UCF-occupied buildings in the Central Florida Research Park. This DAS will support both AT&T and other interested cellular carriers' signals to increase cellular coverage and capacity. The DAS will also enhance public safety radio communications coverage within buildings.

The initial project scope consists of 28 buildings, Bright House Networks Stadium, and the Arena. The project will be phased in over a three-year period. AT&T will be contractually committed to expand the DAS system as additional buildings are constructed and as cellular traffic increases.

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**Supporting documentation:**

Neutral Host Campus Distributed Antenna System Project Summary

**Prepared by:** Andy Hulsey, Computer Services & Telecommunications

**Submitted by:** Joel Hartman, Vice Provost, Information Technologies & Resources

## **NEUTRAL HOST CAMPUS DISTRIBUTED ANTENNA SYSTEM PROJECT SUMMARY**

Through a competitive procurement process, UCF has selected AT&T Wireless to design, build, and operate a Neutral Host Campus Distributed Antenna System (DAS) covering the UCF Orlando main campus and UCF-occupied buildings in the Central Florida Research Park. A Neutral Host DAS is one in which a primary carrier constructs and operates the DAS and makes it equitably available to other carriers. The DAS will support both cellular and police and fire frequencies. The DAS shall consist of both outdoor macro sites and indoor antennas. The project will be phased in over three to four years. As new buildings are constructed, or as demand for cellular communication increases, AT&T Wireless will expand the DAS to ensure coverage.

The DAS design will incorporate three existing antenna sites: the WUCF-FM radio tower, the smokestack, and the new north campus 180 foot monopole cell tower. AT&T Wireless proposes to add additional macro sites, typically rooftops. All carrier primary-base equipment will be housed at the North Campus cellular site, north of the football stadium. All carriers will be required to have ground leases with UCF and pay for their utility usage.

Twenty-eight UCF buildings plus the Arena and the Bright House Networks Stadium require cellular and public safety signal enhancement. These buildings, encompassing over three-million square feet of floor space, were selected by Computer Services & Telecommunications based on a previous signal-coverage engineering study.

The Bright House Networks Stadium poses a special challenge in providing adequate cellular capacity because of its seating capacity. AT&T Wireless may require a small building to house equipment near the stadium. UCF will own this building, should it be constructed, and AT&T will use it to house electronic equipment needed to serve the stadium. AT&T will work through UCF Facilities Planning to follow all UCF design specifications and construction guidelines. AT&T will pay for all utility usage, ongoing building maintenance, and a ground lease.

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2012-13 College of Medicine Faculty Practice Plan Budget

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Recommend approval of the 2012-13 College of Medicine Faculty Practice Plan budget presented by the College of Medicine.

**BACKGROUND INFORMATION**

At its meeting on April 30, 2008, the Finance Committee recommended approval of the financial plan and allocation of funds to support the start-up of the Faculty Practice Plan. The Board of Trustees adopted the recommended approval at its meeting on May 22, 2008.

The College of Medicine presents for approval the attached budget for 2012-13 for expenses that will be incurred in the start-up and operations of the Faculty Practice Plan.

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**Supporting documentation:**

2012-13 Faculty Practice Plan Operating Budget (Attachment A)  
Faculty Practice Plan Six-year Operating Budget (Attachment B)

**Prepared by:** Deborah C. German, Vice President for Medical Affairs  
and Dean of the College of Medicine  
Scott Sumner, Associate Dean of the College of Medicine

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

<b>University of Central Florida College of Medicine</b>	
<b><i>Pegasus Health</i> Faculty Practice Plan</b>	
<b>Operating Budget</b>	
	<b><u>2012-13</u></b>
<b><u>Revenue</u></b>	
Medical Service	\$ 1,351,604
Ancillary Service	\$ 320,995
Lab	\$ 535,000
Other	\$ -
Research	\$ 257,815
<b>Total Revenue</b>	<b>\$ 2,465,414</b>
<b><u>Expenses</u></b>	
Clinical Staff Salaries and Fringes	\$ 1,265,881
Administrative Salaries and Fringes	\$ 1,265,442
Supplies and Repairs	\$ 115,089
Medical Supplies and Equipment	\$ 322,400
Professional Fees	\$ 347,775
Marketing Expense	\$ 255,482
IT Expense	\$ 306,477
Facility Expense	\$ 575,072
Interest and Principle	\$ 60,757
Bad Debt	\$ 50,178
Other	\$ 16,903
<b>Total Expenses</b>	<b>\$ 4,581,458</b>
<b>Net Income (Loss) from Operations</b>	<b>\$ (2,116,044)</b>
<b>Start-up Funds</b>	<b>\$ 2,116,044</b>
<b>Net cash flow</b>	<b>\$ -</b>



## Attachment A

### Assumptions

This budget supports the continuation of start-up and operating expenses for Pegasus Health, a 22,000 square-foot facility located on University Boulevard; lab services provided at UCF Health Services on the Orlando campus; and the start-up of a small physician's office located in Lake Nona. Clinical faculty salaries and benefits are funded in the college's operating budget. Excess revenues generated from practice operations will be returned to the college to support clinical faculty salaries.

### Clinical Physician FTEs

- 7.10 FTE Internal Medicine
- 0.80 FTE Neurology
- 0.70 FTE Rheumatology
- 1.60 FTE Cardiology (diagnostic, non-invasive)
- 1.60 FTE Obstetrics and Gynecology
- 0.40 FTE Pathology
- 0.80 FTE Dermatology
- 0.80 FTE Endocrinology
- 13.20 FTE Total

### Clinical Staff FTEs

- 2.00 FTE Nurse Managers
- 1.00 FTE Radiology Technician
- 0.25 FTE Ultrasound Technician
- 0.40 FTE Echocardiography Technician
- 1.00 FTE Histology Technician
- 3.00 FTE Lab Technicians
- 12.50 FTE Medical Assistants
- 2.00 FTE Research Coordinator
- 22.15 FTE Total

### Administrative Staff FTEs

- 1.00 FTE Director of Operations
- 1.00 FTE Assistant Director of Finance
- 1.00 FTE Senior Accountant
- 0.50 FTE Financial Analyst
- 1.00 FTE IT Manager
- 1.00 FTE Business Services Manager
- 1.00 FTE Billing Manager
- 3.00 FTE Patient Ambassadors
- 3.00 FTE Appointment Specialists
- 2.00 FTE Health Information Specialists
- 2.00 FTE Collections Specialists
- 1.00 FTE Registration Specialist
- 1.00 FTE Credentialing Coordinator
- 1.00 FTE Insurance Verification Specialist
- 1.00 FTE Payment Poster
- 20.50 FTE Total

## **Attachment A**

### **General operating costs:**

occupancy, medical supplies, lab supplies, marketing, pagers, billing charges, software licensing, office expenses, bad debt expenses, facilities and property maintenance, equipment maintenance, equipment leases, and utilities

University of Central Florida College of Medicine Pegasus Health Faculty Practice Plan Six-year Operating Budget							
	<u>2011-12*</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b><u>Revenue</u></b>							
Medical Service	268,059	3,320,257	3,320,257	4,767,958	5,056,829	5,056,829	5,056,829
Ancillary Service	9,010	1,011,154	1,011,154	1,606,417	1,793,562	1,793,562	1,793,562
Lab	431,949	535,000	535,000	535,000	535,000	535,000	535,000
Other	-	-	-	-	-	-	-
Research	-	260,971	260,971	264,191	267,475	270,824	274,241
<b>Total Revenue</b>	<b>709,018</b>	<b>5,127,382</b>	<b>5,127,382</b>	<b>7,173,566</b>	<b>7,652,865</b>	<b>7,656,215</b>	<b>7,659,631</b>
<b><u>Expenses</u></b>							
Clinical Staff Salaries and Fringes	436,853	1,400,275	1,400,275	1,428,281	1,456,846	1,485,983	1,515,703
Administrative Salaries and Fringes	576,726	1,290,751	1,290,751	1,316,566	1,342,897	1,369,755	1,397,150
Supplies and Repairs	68,896	157,723	157,723	190,725	199,346	204,466	209,618
Medical Supplies and Equipment	441,408	399,492	399,492	462,646	484,981	498,059	511,302
Professional Fees	211,450	347,775	347,775	347,775	347,775	347,775	347,775
Marketing Expense	80,000	258,614	258,614	258,614	108,614	108,614	108,614
IT Expense	834,054	259,072	259,072	266,592	274,140	281,715	289,318
Facility Expense	139,671	751,892	751,892	928,118	934,428	940,744	947,066
Interest and Principle	-	110,031	110,031	479,833	479,833	479,833	479,833
Bad Debt	5,360	129,942	129,942	191,231	205,512	205,512	205,512
Other	5,000	23,720	23,720	28,532	29,398	29,398	29,398
<b>Total Expenses</b>	<b>2,799,419</b>	<b>5,129,288</b>	<b>5,129,288</b>	<b>5,898,914</b>	<b>5,863,770</b>	<b>5,951,855</b>	<b>6,041,289</b>
<b>Net Income (Loss) from Operations</b>	<b>(2,090,401)</b>	<b>(1,906)</b>	<b>(1,906)</b>	<b>1,274,652</b>	<b>1,789,096</b>	<b>1,704,360</b>	<b>1,618,343</b>
*Eight-month actual projected through June 30, 2012							



**University of Central Florida  
Board of Trustees**

**SUBJECT:** Minor Amendment to the 2010 Campus Master Plan

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approve a minor amendment to the University of Central Florida campus master plan to add 5,526 gross square feet of Academic and Research space to the Center for Multilingual Multicultural Studies (CMMS building).

**BACKGROUND INFORMATION**

The purpose of the proposed amendment is to include the CMMS building in the Capital Improvements and Urban Design elements of the 2010 campus master plan. This will allow the university to increase the square footage at the CMMS building to accommodate the increase in international students attending the Intensive English program. The proposed expansion will allow for a large meeting room used for orientation, certificate ceremonies, large group testing, guest speakers, and other group functions. The additional space will also provide additional classrooms, which are needed. This amendment would constitute a minor amendment that needs only Board of Trustees approval for adoption. Prior to construction, the university will obtain approval from Orange County.

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**Supporting documentation:**

Memorandum from James Davis (Attachment A)  
Project Location (Attachment B)  
Capital Improvements List (Attachment C)  
Urban Design Map (Attachment D)

**Prepared by:** W. Scott Cole, UCF General Counsel

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

## MEMORANDUM

TO: Scott Cole, Vice President and General Counsel

FROM: James Davis, Associate Director, Facilities Planning

SUBJECT: Minor Amendment to 2010 Campus Master Plan

DATE: February 6, 2012

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The University of Central Florida proposes a minor amendment to its 2010 Campus Master Plan to amend the Capital Improvements and Urban Design elements to add 5,526 gross square feet of Academic and Research space to the Center for Multilingual Multicultural Studies (CMMS Bldg. 81). The proposed project will be an addition to the Southwest façade of the existing building.

Please find below an analysis of the statutory thresholds and university responses that reflect the nature of the amendment request as a minor amendment. The thresholds are referenced under section 1013.30(9), *F.S.*

An amendment to a campus master plan must be reviewed and adopted under subsections (6)-(8) if such amendment, alone or in conjunction with other amendments, would:

- (a) Increase density or intensity of use of land on the campus by more than ten percent;

University response: The current campus land designated for Academic and Research space exceeds 8,000,000 square feet. Adding 5,526 square feet constitutes far less than a 1% change, and therefore, does not trip the ten percent threshold for the use of land.

- (b) Decrease the amount of natural areas, open space, or buffers on the campus by more than ten percent; or

University response: The proposed amendment will not affect natural areas, open space or buffers by more than ten percent. Acreage on campus designated for natural areas, open space and buffers exceeds 1,000 acres. Thus the proposed .12 acre site will not trigger the 10% threshold.

- (c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than ten percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University response: The proposed facility will not generate an increase in capacity on any proposed campus development, road, or public facility by greater than 10 percent.

In summary, the proposed land use change does not exceed the amendment threshold criteria in 1013.30(9), *F.S.* and may therefore be treated as a minor amendment.

Thank you for your time and attention to this matter. If you require additional information, please contact me at (407) 823-3050.



Proposed  
Site

Attachment B



## UNIVERSITY OF CENTRAL FLORIDA

## CAPITAL IMPROVEMENTS LIST

MAIN CAMPUS FTE		42,570	42,498	42,710	42,963	43,155	43,329	43,735	44,042	44,350	44,762			
PROJECT LIST		2010-2011	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Net	Gross	Total
Revised 2/06/2012		YR #1	YR #2	YR #3	YR #4	YR #5	YR #6	YR #7	YR #8	YR #9	YR #10			Estimated
(July 1, 2012 - June 30, 2020)														Cost (\$M)
PECO														
1	UTILITIES, INFRASTRUCTURE	\$5,231,102	\$11,685,748	\$9,003,372	\$14,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$14,000,000	N/A	N/A	\$123,920,222
2	PHYSICAL SCIENCES II COMPLETION	\$1,077,500	\$637,000									30,000	45,000	\$1,714,500
3	PARTNERSHIP III BUILDING COMPLETION	\$546,750	\$1,332,355									78,294	117,442	\$1,879,105
4	CLASSROOM BUILDING II		\$5,039,088	\$18,436,513								63,643	91,464	\$23,475,601
5	MATH & PHYSICS BLDG. REMODELING AND RENOVATION			\$1,544,527	\$6,211,263							100,289	106,523	\$7,755,790
6	MAIN UTILITY PLANT RENOVATION			\$879,756								14,220	14,420	\$879,756
7	ENGINEERING BLDG. I RENOVATION			\$753,110	\$6,488,335							118,186	130,885	\$7,241,445
8	INTERDISC. RESEARCH & INCUBATOR FAC.				\$5,924,183	\$33,852,470						78,676	118,013	\$39,776,653
9	MULTI-PURPOSE RESEARCH AND EDUCATION BUILDING				\$2,268,726	\$23,254,438	\$2,835,907					47,310	75,384	\$28,359,071
10	BUSINESS ADMINISTRATION RENOVATION				\$7,118,804							118,624	121,074	\$7,118,804
11	LIBRARY RENOVATION				\$14,212,564							222,387	226,506	\$14,212,564
12	CHEMISTRY RENOVATION				\$2,864,067							43,265	49,073	\$2,864,067
13	ARTS COMPLEX PHASE II (PERFORMANCE)					\$6,750,000	\$62,250,000	\$6,000,000				100,396	150,594	\$75,000,000
14	FACILITIES AND SAFETY COMPLEX RENOVATION					\$4,856,238						96,763	103,286	\$4,856,238
15	VISUAL ARTS RENOVATION					\$4,724,007						79,373	85,000	\$4,724,007
16	HOWARD PHILLIPS HALL RENOVATION					\$3,551,427						56,903	64,619	\$3,551,427
17	COLLEGE OF NURSING						\$3,476,712	\$27,813,698	\$3,476,712			119,206	170,684	\$34,767,122
18	COLBOURN HALL RENOVATION						\$4,968,246					73,511	83,957	\$4,968,246
19	FERRELL COMMONS (E AND G SPACE) RENOVATION						\$5,418,854					86,149	93,860	\$5,418,854
20	COMPUTER CENTER I RENOVATION						\$489,218					9,372	10,779	\$489,218
21	LIBRARY EXPANSION							\$44,114,399	\$40,471,926	40471926		319,302	465,542	\$125,058,251
22	MILLICAN HALL RENOVATION							\$802,291	\$6,418,326	\$802,290		87,742	88,680	\$8,022,907
23	COMPUTER CENTER II RENOVATION							\$123,161	\$985,286	\$123,160		25,282	33,370	\$1,231,607
24	COLLEGE OF SCIENCES BUILDING RENOVATION							\$317,437	\$2,539,494	\$317,436		49,580	54,644	\$3,174,367
25	LIBRA ROAD WIDENING											N/A	N/A	\$0
26	REHEARSAL HALL RENOVATION							\$48,007	\$384,055	\$48,006		9,322	10,743	\$480,068
27	THEATER BLDG. RENOVATION							\$142,801	\$1,142,404	\$142,800		22,064	29,469	\$1,428,005
28	FACILITIES BUILDING AT LAKE NONA								\$600,000	\$4,800,000	\$600,000	26,666	40,000	\$6,000,000
29	SOUTH CAMPUS RENOVATION								\$551,385			10,581	11,857	\$551,385
30	RECYCLING CENTER								\$2,300,000	\$18,400,000	\$2,300,000	26,666	40,000	\$23,000,000
31	HUMANITIES & FINE ARTS II								\$2,772,353	\$17,060,631	\$2,772,353	58,362	87,543	\$22,605,337
32	FILM - ARTS & HUMANITIES II BLDG.								\$1,107,260	\$8,600,076	\$1,107,260	27,364	41,045	\$10,814,596
33	SIMULATION AND TRAINING BUILDING								\$2,370,336	\$18,410,374	\$2,370,336	39,950	59,924	\$23,151,046
34	BUSINESS ADMIN. III BLDG.								\$1,584,527	\$12,307,012	\$1,584,527	41,118	61,677	\$15,476,066
35	EMERGENCY OPERATIONS CENTER (EOC) RENOVATION								\$43,629	\$349,034	\$43,629	19,883	29,613	\$436,292
36	MORGRIDGE INTERNATIONAL READING CENTER PHASE II (EDUCATION)								\$2,062,348	\$15,594,083	\$2,062,348	51,479	77,219	\$19,718,779
37	BAND BUILDING								\$455,045	\$2,800,279	\$455,045	10,024	13,529	\$3,710,369
38	ARTS COMPLEX PHASE III								\$1,210,857	\$7,627,447	\$1,210,857	25,447	38,171	\$10,049,161
39	INTERDISC. RESEARCH BLDG. II								\$2,370,336	\$17,330,596	\$2,370,336	40,543	60,815	\$22,071,268
40	JOINT USE FACILITY								\$1,000,000	\$9,000,000	\$1,000,000	26,904	40,356	\$11,000,000
41	PARTNERSHIP CAMPUS											N/A	N/A	\$0
42	SUSTAINABILITY CENTER								\$5,000,000			5,000	7,500	\$5,000,000
43	CENTER FOR EMERGING MEDIA BUILD OUT								\$6,360,339			16,544	24,816	\$6,360,339
44	CAPITAL IMPROVEMENT RESERVE											N/A	N/A	\$0



PROJECT LIST Revised 2/05/2012		2010-2011	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Net	Gross	Total Estimated Cost
		YR #1	YR #2	YR #3	YR #4	YR #5	YR #6	YR #7	YR #8	YR #9	YR #10			
(July 1, 2012 - June 30, 2020)														
COURTEIS														
45	LABORATORY INSTRUCTION BUILDING PHASE I	\$9,483,350	\$9,407,634									11,670	16,338	\$18,890,984
46	BURNETT BIO-MEDICAL SCIENCE CTR	\$2,528,605										132,000	198,000	\$2,528,605
47	ARTS COMPLEX II ENHANCEMENT	\$500,000										N/A	N/A	\$500,000
48	MEDICAL SCHOOL LIBRARY	\$4,000,000										10,572	15,760	\$4,000,000
49	MORGRIDGE INTERNATIONAL READING CENTER	\$2,064,149										50,000	75,000	\$2,064,149
50	PSYCHOLOGY BUILDING	\$80,540										N/A	N/A	\$80,540
51	ENGINEERING III ENHANCEMENT	\$1,284,970	\$1,099,493									13,291	17,783	\$2,384,463
52	ALUMNI CENTER/JOHN & MARTHA HITT LIBRARY	\$7,049										N/A	N/A	\$7,049
53	OPTICS AND PHOTONICS ENHANCEMENT	\$69,085										1,537	2,305	\$69,085
54	RESEARCH LAB, LAKE NONA	\$6,412,845	\$97,268,758	\$9,180,000								11,099	16,648	\$112,861,603
55	CARACOL in BELIZE		\$350,000									49,570	72,555	\$350,000
56	COLLEGE OF NURSING		\$3,871									1,750	2,625	\$3,871
57	BURNETT BIO-MEDICAL SCIENCE CTR INFRASTRUCTURE		\$7,500,000									6,271	9,407	\$7,500,000
58	CIVIL AND ENVIRONMENTAL ENGINEERING		\$1,160,667	\$14,508,333	\$1,741,000							50,000	75,000	\$17,410,000
59	ORLANDO REPERTORY THEATRE III RENOVATIONS		\$75,000	\$75,000	\$75,000							8,000	12,000	\$225,000
60	ATHLETIC ACADEMIC PERFORMANCE CENTER		\$12,000,000									45,418	68,127	\$12,000,000
61	SUSTAINABILITY CENTER			\$250,000	\$2,000,000	\$250,000						5,000	7,500	\$2,500,000
PRIVATE														
62	PHOTO-VOLTAIC ARRAY AND SUPPORT BUILDING		\$2,300,000									3,300	5,000	2,300,000
63	MECHANICAL, MATERIALS AND AEROSPACE ENGINEERING (MMAE)	\$1,600,000												\$1,600,000
64	RETAIL SUPPORT SPACE			\$2,000,000								2,000	3,000	\$2,000,000
65	CENTER FOR MULTILINGUAL MULTICULTURAL EXPANSION			\$1,250,000								3,684	5,526	\$1,250,000
66	SCIENCE ANNEX ENHANCEMENT	\$5,000,000										N/A	N/A	\$5,000,000
67	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	\$25,000,000										106,667	160,000	\$25,000,000
68	SPECIAL PURPOSE HOUSING II	\$8,000,000										21,333	32,000	\$8,000,000
69	PARKING DECK (ATHLETIC COMPLEX)	\$5,000,000										112,000	168,000	\$5,000,000
70	LIBRARY EXPANSION	\$113,472,000										109,703	164,554	\$113,472,000
71	STRATEGIC LAND AND PROPERTY	\$100,000,000										N/A	N/A	\$100,000,000
72	GRADUATE HOUSING	\$50,000,000										100,000	150,000	\$50,000,000
73	ATHLETIC ACADEMIC PERFORMANCE CENTER	\$12,000,000										45,418	68,127	\$12,000,000
74	REFINANCE UCF FOUNDATION PROPERTIES	\$37,410,000										288,167	432,250	\$37,410,000
75	NORTHEAST CAMPUS MIXED USE DEVELOPMENT	\$50,000,000										133,333	200,000	\$50,000,000
76	STUDENT HOUSING	\$150,000,000										149,333	224,000	\$150,000,000
77	BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION	\$5,000,000										14,225	21,337	\$5,000,000
78	TRACK/SOCCER STADIUM	\$1,000,000										N/A	N/A	\$1,000,000
79	EXPANSION OF JAY BERGMAN FIELD PHASE I	\$500,000										3,800	5,700	\$500,000
80	TENNIS COMPLEX	\$500,000										4,980	7,470	\$500,000
81	TRACK/SOCCER CLUB HOUSE	\$850,000										2,800	4,200	\$850,000
82	EXPANSION OF JAY BERGMAN FIELD PHASE II	\$4,500,000										3,800	5,700	\$4,500,000
83	WAYNE DENSCH SPORTS CENTER EXPANSION	\$4,000,000										12,000	18,000	\$4,000,000
84	SOFTBALL PRACTICE FIELD	\$250,000										N/A	N/A	\$250,000
85	ATHLETICS PRACTICE FIELD	\$500,000										N/A	N/A	\$500,000
86	WOMENS COMPETITION/PRACTICE FIELD	\$2,000,000										N/A	N/A	\$2,000,000
87	BASEBALL PRACTICE FIELD	\$400,000										N/A	N/A	\$400,000
88	BASKETBALL PRACTICE FACILITY	\$12,000,000										32,000	48,000	\$12,000,000
89	AQUATICS CENTER	\$20,000,000										5,200	7,800	\$20,000,000
90	EAST ATHLETICS CENTER	\$15,000,000										11,706	17,559	\$15,000,000
91	RESEARCH LAB, LAKE NONA	\$112,861,603										132,018	198,027	\$112,861,603
92	CLASSROOM/LAB BUILDING, LAKE NONA	\$23,475,601										60,976	91,464	\$23,475,601
93	LIFE SCIENCES INCUBATOR, LAKE NONA	\$30,000,000										36,667	55,000	\$30,000,000
94	EXPO CENTER HOUSING	\$16,000,000										68,667	103,000	\$16,000,000
95	HOTEL/CONFERENCE CENTER	\$60,000,000										190,000	250,000	\$60,000,000



PROJECT LIST Revised 2/06/2012		2010-2011	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Net	Gross	Total Estimated Cost (\$M)
(July 1, 2012 - June 30, 2020)		YR #1	YR #2	YR #3	YR #4	YR #5	YR #6	YR #7	YR #8	YR #9	YR #10			
<b>BOND</b>														
96	SPECIAL PURPOSE HOUSING AND PARKING GARAGE I	\$25,000,000										106,667	160,000	\$25,000,000
97	SPECIAL PURPOSE HOUSING II	\$8,000,000										21,333	32,000	\$8,000,000
98	PARKING GARAGE VII	\$20,000,000										242,667	364,000	\$20,000,000
99	PARKING DECKS	\$17,000,000										112,000	168,000	\$17,000,000
100	LIBRARY EXPANSION	\$113,472,000										109,703	164,554	\$113,472,000
101	STRATEGIC LAND AND PROPERTY	\$100,000,000										N/A	N/A	\$100,000,000
102	GRADUATE HOUSING	\$50,000,000										100,000	150,000	\$50,000,000
103	REFINANCE UCF FOUNDATION PROPERTIES	\$37,410,000										288,167	432,250	\$37,410,000
104	VISITOR INFORMATION CENTER	\$900,000										2,200	3,300	\$900,000
105	BOOKSTORE EXPANSION	\$8,000,000										20,000	30,000	\$8,000,000
106	ATHLETIC ACADEMIC PERFORMANCE CENTER	\$12,000,000										45,418	68,127	\$12,000,000
107	STUDENT HOUSING	\$150,000,000										149,333	224,000	\$150,000,000
108	BRIGHTHOUSE NETWORKS STADIUM TOWER EXPANSION	\$5,000,000										14,225	21,337	\$5,000,000
109	TRACK/SOCCER STADIUM	\$1,000,000										N/A	N/A	\$1,000,000
110	EXPANSION OF BASEBALL STADIUM PHASE I	\$500,000										3,800	5,700	\$500,000
111	TENNIS COMPLEX	\$500,000										4,980	7,470	\$500,000
112	TRACK/SOCCER CLUB HOUSE	\$850,000										2,800	4,200	\$850,000
113	EXPANSION OF BASEBALL STADIUM PHASE II	\$4,500,000										3,800	5,700	\$4,500,000
114	WAYNE DENSCH SPORTS CENTER EXPANSION	\$4,000,000										12,000	18,000	\$4,000,000
115	SOFTBALL PRACTICE FIELD	\$250,000										N/A	N/A	\$250,000
116	ATHLETICS PRACTICE FIELD	\$500,000										N/A	N/A	\$500,000
117	WOMENS COMPETITION/PRACTICE FIELD	\$2,000,000										N/A	N/A	\$2,000,000
118	BASEBALL PRACTICE FIELD	\$400,000										N/A	N/A	\$400,000
119	BASKETBALL PRACTICE FACILITY	\$12,000,000										32,000	48,000	\$12,000,000
120	AQUATICS CENTER	\$20,000,000										5,200	7,800	\$20,000,000
121	EAST ATHLETICS CENTER	\$15,000,000										11,706	17,559	\$15,000,000
122	GARAGE EXPANSION	\$5,000,000										33,891	50,837	\$5,000,000
123	RESEARCH LAB, LAKE NONA	\$112,861,603										132,018	198,027	\$112,861,603
124	CLASSROOM/LAB BUILDING, LAKE NONA	\$23,475,601										60,976	91,464	\$23,475,601
125	LIFE SCIENCES INCUBATOR, LAKE NONA	\$30,000,000										36,667	55,000	\$30,000,000
126	FACILITIES BUILDING AT LAKE NONA	\$6,000,000										13,866	20,799	\$6,000,000
127	EXPO CENTER HOUSING	\$16,000,000										68,667	103,000	\$16,000,000
128	REGIONAL CAMPUSES MULTI-PURPOSE BUILDINGS	\$100,000,000										40,000	60,000	\$100,000,000
129	BRIGHTHOUSE NETWORKS STADIUM EXPANSION - SEATING	\$14,000,000										N/A	N/A	\$14,000,000
<b>CITF</b>														
130	LAKE CLAIRE RENOVATION	\$3,000,000										100,000	150,000	\$3,000,000
131	STUDENT UNION II	\$14,000,000										37,800	56,700	\$14,000,000
132	RECREATION AND WELLNESS FIELDS	\$2,000,000										N/A	N/A	\$2,000,000
133	STUDENT UNION II PHASE II	\$6,000,000										17,000	25,500	\$6,000,000
134	STUDENT UNION II PHASE III	\$21,000,000										60,000	90,000	\$21,000,000
135	RWC EXPANSION	\$15,000,000										60,000	90,000	\$15,000,000
136	RWC II, NORTH END	\$3,000,000										N/A	N/A	\$3,000,000
137	RWC PLAYING FIELDS	\$2,000,000										N/A	N/A	\$2,000,000
138	SOFTBALL COMPLEX	\$5,000,000										32,000	32,000	\$5,000,000
<b>OTHER</b>														
139	COMBINED HEAT AND POWER FACILITY	\$8,300,000										5,000	5,000	\$8,300,000
<b>TOTAL</b>														
												New Campus Sq. Ft.	2,836,031	5,322,334
												Off Campus Sq. Ft.	2,425,700	2,491,470

Funding sources denote probable building completion year  
Projects in green denote projects planned off-campus.  
Projects in blue denote renovation and/or remodeling projects



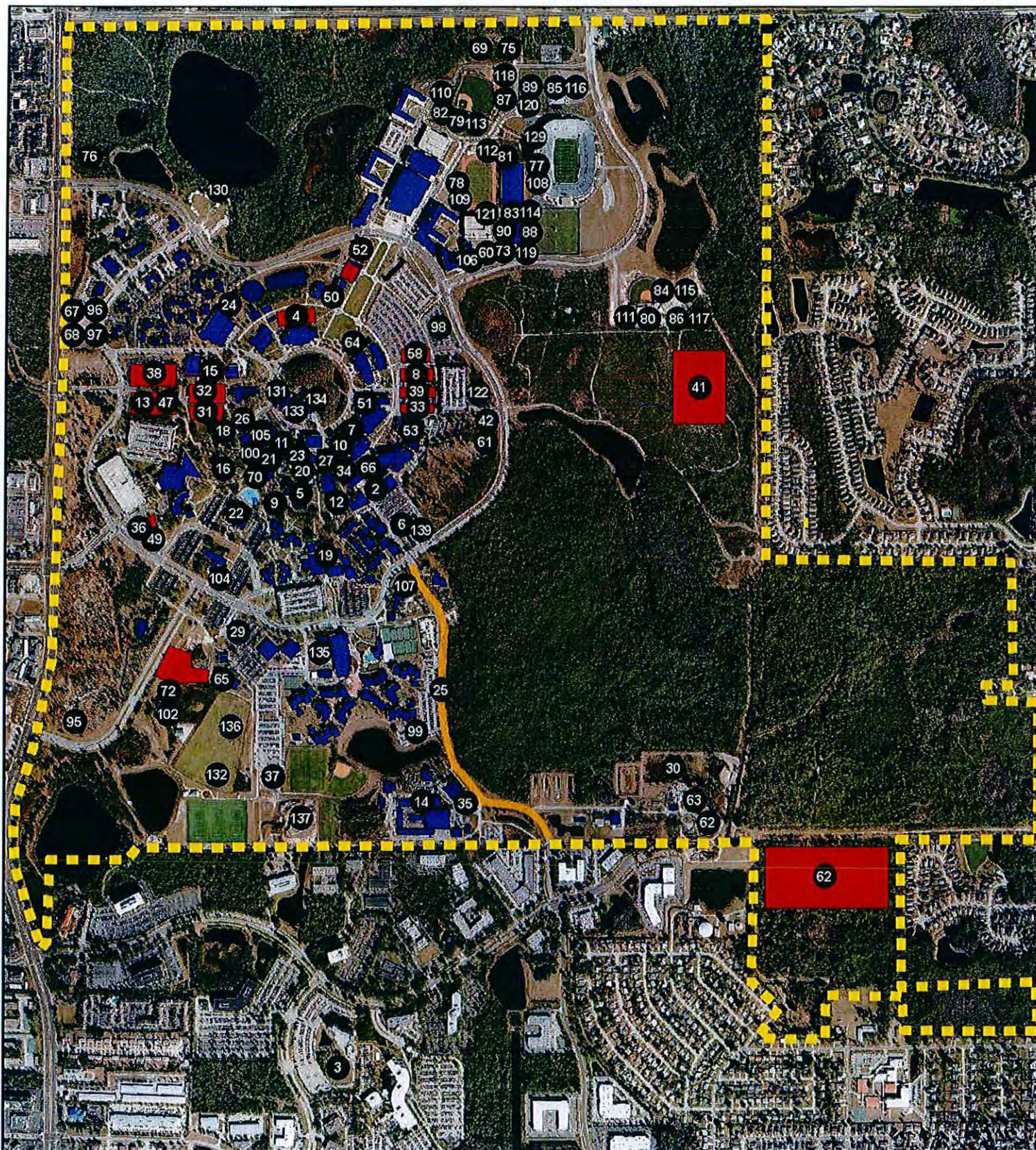


Figure 3-1  
Urban Design and Capital Improvements

Comprehensive Master Plan Update  
**University of Central Florida**  
Orlando, Florida  
2010-2020

All maps are diagrammatic and conceptual. The various areas shown are approximate and not to survey accuracy. The intent of these maps is to illustrate general areas of existing or potential use.

#### Legend

- Capital Improvements List
- Boundary
- Proposed Building Sites
- Proposed Road Widening
- Existing Buildings

0 1,000 2,000 4,000 Feet



**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2012-13 Tuition and Fee Amendments to University Regulation UCF-9.001

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approve amendments to University Regulation UCF-9.001 to establish tuition and fees for the 2012-13 academic year.

**BACKGROUND INFORMATION**

The Florida Board of Governors, BOG Regulation 1.001(6)(b), requires the University Board of Trustees to establish tuition and fees in accordance with Board regulations. House Bill 5001 Section 2 sets the maximum undergraduate tuition at \$103.32 per credit hour, a zero percent increase. Board of Governors' Regulation 7.001 delegates to the Board of Trustees the authority to establish the University of Central Florida Medical School annual tuition rate.

Therefore, revisions to the tuition regulation reflect the revised calculation of tuition, non-resident fees, associated fees, tuition differential, distance learning fee, and the Medical School annual tuition fees.

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**Supporting documentation:** Regulation UCF-9.001 (Attachment A)

**Prepared by:** Tracy Clark, Assistant Vice President for Administration and Finance and  
University Controller  
Christy Tant, Senior Associate Controller, Finance and Accounting

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

# Attachment A

## **UCF-9.001 Schedule of Tuition and Fees.**

(1) All students shall pay resident or non-resident tuition, as applicable, and associated fees. Tuition shall be defined as the basic fee charged to a student for instruction in credit courses at the University of Central Florida. Non-resident tuition shall be defined as the basic fee and the out-of-state fee assessed to non-resident students for instruction in credit courses at the University of Central Florida. Only those students who qualify as a Florida resident as defined in BOG Regulation 7.005 shall not be assessed the out-of-state fee.

(2) Associated fees shall include the following:

- (a) Tuition differential (applied to undergraduate courses only);
- (b) Student Financial Aid Fee;
- (c) Capital Improvement Trust Fund Fee;
- (d) Health Fee;
- (e) Athletic Fee;
- (f) Activity and Service Fee;
- (g) Transportation Access Fee; and
- (h) Non-resident Student Financial Aid Fee (if student is not a Florida resident).

(3) In addition to the fees listed above, a Distance Learning Course Fee of \$18.00 per credit hour will be assessed for online Web-based courses.

(4) Registration shall be defined as consisting of two components:

- (a) Formal enrollment in one or more credit courses approved and scheduled by the university; and
- (b) Payment or other appropriate arrangement for payment (installment, deferment, or third party billing) of tuition and associated fees for the courses in which the student is enrolled as of the end of the drop and add period.

(5) Tuition and associated fees liability shall be defined as the liability for the payment of tuition and associated fees incurred at the point at which the student has completed registration.

(6) The following tuition and associated fees shall be levied and collected effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law or in this chapter.

- (a) Students will be assessed the following tuition and associated fees per credit hour:

# Attachment A

FALL 2012

For All Programs Except Doctor of Physical Therapy and Doctor of Medicine (amounts per credit hour):

Fee	Undergraduate		Graduate	
	Resident	Non-Resident	Resident	Non-Resident
Tuition	\$103.32	\$103.32	\$288.16	\$288.16
Tuition Differential	\$44.20	\$44.20		
Out-of-State Fee		\$511.06		\$785.15
Student Financial Aid Fee	\$5.16	\$5.16	\$14.40	\$14.40
Non-Resident Financial Aid Fee		\$25.55		\$39.25
Capital Improvement Trust Fund Fee	\$6.76	6.76	\$6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10	\$9.10	\$9.10
Activity and Service Fee	\$10.79	\$10.79	\$10.79	\$10.79
Athletic Fee	\$13.44	\$13.44	\$13.44	\$13.44
Health Fee	\$10.30	\$10.30	\$10.30	\$10.30
Technology Fee	\$5.16	\$5.16	\$14.40	\$14.40
Total	\$208.23	\$744.84	\$367.35	\$1,191.75

Doctor of Physical Therapy (amounts per credit hour):

Fee	Graduate	
	Resident	Non-Resident
Tuition	\$494.50	\$494.50
Out-of-State Fee		\$785.15
Student Financial Aid Fee	\$24.72	\$24.72
Non-resident Financial Aid Fee		\$39.25
Capital Improvement Trust Fund Fee	6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10
Activity and Service Fee	\$10.79	\$10.79
Athletic Fee	\$13.44	\$13.44
Health Fee	\$10.30	\$10.30
Technology Fee	\$24.72	\$24.72
Total	\$594.33	\$1,418.73

# Attachment A

Doctor of Medicine (annual amounts):

## Graduate

Fee	Resident	Non-Resident
Tuition	\$22,915.60	\$22,915.60
Out-of-State Fee		\$26,681.60
Student Financial Aid Fee	\$1,145.60	\$1,145.60
Non-resident Financial Aid Fee		\$1,334.00
Capital Improvement Trust Fund Fee	190.40	\$190.40
Transportation Access Fee	\$364.00	\$364.00
Activity and Service Fee	\$431.60	\$431.60
Athletic Fee	\$537.60	\$537.60
Health Fee	\$412.00	\$412.00
Technology Fee	\$206.40	\$206.40
Equipment Fee	\$601.00	\$601.00
Total	\$26,804.20	\$54,819.80

(b) Pursuant to Section 1009.285 F.S., each student enrolled in the same undergraduate course more than twice shall be assessed an additional \$120.24 per credit hour charge, in addition to the fees outlined above for each such course.

(7) Students are required to pay an excess hours surcharge for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled. The excess hour surcharge shall become effective for students who enter a state university for the first time and maintain continuous enrollment as follows:

(a) For students who enter a state university for the first time in the Fall 2009 semester or any academic term thereafter up to and including Summer 2011, the University shall require the student to pay an excess hour surcharge equal to 50 percent of the tuition rate for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(b) For students who enter a state university for the first time in the Fall 2011 semester or any academic term thereafter up to and including Summer 2012, the University shall require the student to pay an excess hours surcharge equal to 100 percent of the tuition rate for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(c) For students who enter a state university for the first time in the Fall 2012 semester or thereafter, the University shall require the student to pay an excess hours surcharge equal to 100 percent of

# Attachment A

the tuition rate for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

*Authority: BOG Regulations 1.001 and 7.001; General Appropriations Act, 2011. History—New 9-25-02, Amended 12-8-03, 11-22-05, 6-27-06, 8-27-07, 12-07-07, 8-19-08, Formerly 6C7-9.001, Amended 6-22-09, 8-12-10, 7-6-11, 9-15-11.*

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Amendment to University Regulation UCF-9.006 Miscellaneous Fees

**DATE:** May 24, 2011

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**PROPOSED BOARD ACTION**

Approval of an amendment to the university regulation on Miscellaneous Fees to make the convenience fee, currently fixed, a variable fee. This regulation includes a number of fees charged by the university at a set rate, such as the application fee and the orientation fee, as well as fees charged for the cost of certain items or services, such as binding costs and costs for lost equipment or library materials. The amendment proposes to change the convenience fee to a variable fee so that the university can charge a fee for the use of credit cards at the different rates that are charged to the university by the credit card companies.

**BACKGROUND INFORMATION**

The Florida Board of Governors, BOG Regulation 7.003, allows the University Board of Trustees to establish a convenience fee to cover the cost of accepting payments by credit cards, charge cards, and debit cards.

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**Supporting documentation:**

University Regulation UCF-9.006 (Attachment A)

**Prepared by:** Youndy Cook, Associate General Counsel  
Dan Mayo, Associate Controller

**Submitted by:** Scott Cole, Vice President and General Counsel

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**UCF-9.006 Miscellaneous Fees.**

(1) The University of Central Florida Board of Trustees has established the fees set forth in this regulation. The fees listed are in addition to the fees set forth in other University of Central Florida regulations and other charges that are authorized by law. "Cost" as used in this regulation includes any increased costs to the University that are directly related to the delivery of the goods and services.

(2) Application fees – up to \$30. An individual who applies for admission to the University of Central Florida shall pay the non-refundable application fee set by the University for the type of admission sought (e.g., undergraduate, graduate, medical, etc.). This fee may be waived for applicants who provide documentation that they have received a fee waiver because of economic need.

(3) Non-Refundable Undergraduate Admissions Deposit.

(a) The University will assess to each applicant a non-refundable admissions deposit of \$200.

(b) The President or designee shall waive the undergraduate non-refundable admissions deposit for applicants who document that they have a financial hardship. To be eligible for a financial hardship waiver, a student shall apply for federal financial assistance by submitting a valid Free Application for Federal Student Aid (FAFSA) to the United States Department of Education in accordance with 34 C.F.R. Part 668.

(c) A "financial hardship" is defined as an Expected Family Contribution (EFC) of zero for the academic year on the applicant's Student Aid Report after requesting and accepting all types of financial assistance. A financial hardship also will be



## Attachment A

found to exist for applicants who document that they have received a fee waiver because of economic need as determined by the College Board or the American College Testing Program.

- (4) Library overdue fines – The university library assesses fines to encourage prompt return of overdue materials. Fines are higher for recalled items, course reserves, and certain short loan materials (DVDs, VHS videos, etc.) that are in high demand. Information regarding specific fines is available from the Library or at the Circulation Services section of the University Libraries webpage.
- (5) Late equipment fees – variable.
- (6) Duplicating/photocopying fees – variable.
- (7) Standardized test (GRE, URE, etc.) fees will consist of the costs of administering the test.
- (8) Thesis and dissertation – Binding fee-cost; microfilm fee-cost; copyright fee-cost.
- (9) Damaged, breakage and lost library materials; lost keys (includes cylinder change); equipment, materials, and facilities damage, breakage and loss – cost of repair and/or replacement. If damaged or lost materials are the result of misconduct, a fine or other disciplinary action may be imposed.
- (10) Interlibrary loans/literature searches – cost.
- (11) Orientation fee – \$35.
- (12) Transcript fee – variable, not to exceed \$10.
- (13) Diploma replacement fee – variable, not to exceed \$10 per item.
- (14) Housing rental rates – variable.
- (15) Miscellaneous health related charges for services provided at the Student Health Center that are not covered by the Student Health Fee set forth in Regulation UCF-9.001 – cost.



## Attachment A

- (16) Facilities and Equipment Use Costs – variable.
- (17) Registration of Zero Hours – Such registration provides for examinations, co-ops, internships, graduations, use of facilities, etc., when deemed appropriate by the University. The student is assessed Resident tuition and all associated fees for one credit hour. The Zero Credit Fee shall be distributed in the same manner as tuition.
- (18) Auditing – The student is assessed the applicable resident or non-resident tuition costs as set forth in Regulation UCF-9.001 for the audited course.
- (19) Off-campus educational activities – The President or President's designee will establish fees for off-campus course offerings when the location results in specific identifiable increased costs to the University. These fees will be in addition to the regular tuition and fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-à-vis on campus offerings. As used herein, "off-campus" refers to locations other than regular main campus, branch campuses, and centers.
- (20) Security, access, or identification cards – Annual cost up to \$10; up to \$15 for each replacement card.
- (21) Late registration fee – up to \$100 but at least \$50.
- (22) Late payment fee – up to \$100 but at least \$50. A late payment fee will be imposed on students who fail to pay or fail to make appropriate arrangements to pay by the payment deadline.
- (23) Material and supply fees – variable. These fees are assessed to offset the cost of materials or supply items which are consumed in the course of the student's instructional activities, but shall not include the cost of equipment and equipment repairs and maintenance.

Attachment A

- (24) Parking fines, permits, and decals – variable.
- (25) Returned check fee – variable. A service charge in accordance with s. 832.07(1), F.S., for unpaid checks returned to the university.
- (26) Collection costs – variable. A charge representing the reasonable costs of collection efforts to effect payment for overdue accounts.
- (27) Incidental non-academic services – variable. This could include such things as fees for duplication services, printing services, replacement keys, copyright material charges, and standardized test fees.
- (28) International student service fee.
- (29) Convenience fee —~~\$10~~varies. This is a fee to cover the transaction costs of accepting payments by credit card, charge card, or debit card.

*Authority: Florida Board of Governors Regulation 1.001 and 7.003; Sec. 1009.24, F.S. History-New 7-13-11, \_\_\_\_\_-12.*

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2012-13 College of Medicine Self-insurance Program Budget

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

Recommend approval of the 2012-13 Self-insurance Program budget presented by the College of Medicine.

**BACKGROUND INFORMATION**

At its meeting on April 30, 2008, the Finance Committee recommended approval for development of the self-insurance program and approval of expenditures to fund reserves. The Board of Trustees adopted the recommended approval at its meeting on May 22, 2008.

At the June 8, 2010, Self-insurance Program Council meeting, the council approved the inclusion of health care providers in the College of Nursing, College of Health and Public Affairs, and UCF Health Services in the Self-insurance Program. This action is the result of the State of Florida Division of Risk Management notification to the Florida Board of Governors that it would exclude from their protection those student centers at universities where the Florida Board of Governors has placed self-insurance programs.

The College of Medicine presents for approval the attached 2012-13 Self-insurance Program budget.

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**Supporting documentation:**

Self-insurance Program Operating Budget (Attachment A)

**Prepared by:** Deborah C. German, Vice President for Medical Affairs  
and Dean of the College of Medicine  
Scott Sumner, Associate Dean of the College of Medicine

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

<b>University of Central Florida College of Medicine</b>	
<b>Self-insurance Program</b>	
<b>Operating Budget</b>	
	<b><u>2012-13</u></b>
<b>OPERATING REVENUE</b>	
Assessments	
College of Medicine	\$197,972
College of Nursing	\$25,395
College of Health and Public Affairs	\$7,985
Health Services	\$56,281
<b>Total operating revenue</b>	<b>\$287,633</b>
<b>OPERATING EXPENSES</b>	
Annual premium contribution expense	\$221,608
Excess coverage premium expense	\$10,500
Allocated loss expense	\$0
<b>Total premium and loss expenses</b>	<b>\$232,108</b>
Contracted services expense (UF Self-insurance Program)	\$55,525
<b>Total support staff</b>	<b>\$55,525</b>
<b>Total operating expenses</b>	<b>\$287,633</b>
<b>Net Income (Loss) from Operations</b>	<b>\$0</b>

Note: The self-insurance program was capitalized in the amount of \$1,000,000 in 2010-11 and \$1,000,000 in 2011-12. The program will be further capitalized in the amount of \$1,000,000 in 2012-13.

**Assumptions**

*Assessments* represent liability premiums funded from the respective colleges out of their annual operating budgets. The assessments cover faculty members plus the administrative expense charged by the University of Florida's Self-insurance Program.

*Annual contribution expense* represents the liability premiums paid into the UCF Self-insurance Program managed by the University of Florida's Self-insurance Program.

*Excess coverage premium expense* represents the additional coverage provided by University of Florida's captive insurance.

*Administrative support expense* presents miscellaneous expenses associated with administering the program by UCF.

*Contracted services expense* represents initial set-up, training, and ongoing administration services provided by University of Florida's Self-insurance Program.

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT: President Sanford C. Shugart Honorary Doctorate**

**DATE: May 26, 2012**

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**PROPOSED BOARD ACTION**

Approval of a doctorate in Humane Letters for President Sanford C. Shugart.

**BACKGROUND INFORMATION**

President Sanford C. Shugart will be recognized with the degree of Doctor of Humane Letters. President Shugart has been a long-time friend of the university, and he has provided local, regional, and national leadership in higher education and engaged public service.

President Shugart's is a national leader in higher education. Following his appointment as president of Valencia Community College in 2000, he has led the college to national prominence. Valencia is widely known and celebrated for its academic excellence, learning-centered initiatives, high rates of graduation, and outstanding services to business in Florida's Orange and Osceola Counties.

President Shugart and his institution were nationally recognized this past year with receipt of the Aspen Award for Community College Excellence and a \$600,000 award. The Aspen Award recognized Valencia College for its graduation rates, its ranking among the nation's highest in job placement, as well as its role in the development of the most productive transfer program in the country.

President Shugart played a major role in the establishment of the Central Florida Higher Education Consortium, sponsor of DirectConnect to UCF, which has resulted in a highly effective and nationally recognized student transfer program. His continued engagement with DirectConnect is testimony to his dedication to provide access to baccalaureate education and to promote student success.

President Shugart's commitment to professional and community service in the Central Florida community includes membership on the American Council on Education, Commission on Leadership, the Executive Leadership Institute, League for Innovation, Council on Competitiveness, International Chair Academy, Chairman, Florida Council of Presidents, and continuing Visiting Scholar at Oxford University, Wycliffe Hall. He serves on a number of boards and commissions, including the Central Florida Blood Bank, Metro Orlando Economic Development Commission, Greater Orlando Chamber of Commerce, and the Orlando Regional Healthcare System.

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**Supporting documentation:** Letter of Nomination and Commencements, Convocations,  
and Recognitions Committee Approval

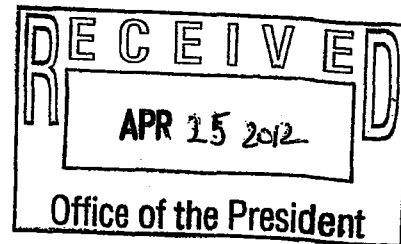
**Prepared by:** John Schell, Vice President and Chief of Staff

**Submitted by:** John C. Hitt, President



Office of the Dean

April 25, 2012



Dr. John C. Hitt  
President  
University of Central Florida  
Orlando, Florida 32816

Dear Dr. Hitt:

The UCF Commencement and Convocations Committee has reviewed the nomination of Dr. Sanford Shugart, President, Valencia College, for an Honorary Doctorate of Humane Letters.

Dr. Shugart's educational leadership at Valencia College and his outstanding record of community service warrant this recognition. During his tenure as President, Valencia College has received national recognition for its programs, learning initiatives, graduation rates, and service to the region. He played a significant role in the sponsorship and establishment of DirectConnect to UCF. The success of DirectConnect in promoting access to baccalaureate education is further evidence of his commitment to higher education in the Central Florida region.

The Commencement and Convocation Committee unanimously approves the request and recommends that Dr. Sanford Shugart be awarded an Honorary Doctorate of Humane Letters.

Respectfully,

A handwritten signature in black ink, appearing to read 'Foard F. Jones'.

Foard F. Jones, Ph.D.  
Chair, Commencement and Convocation Committee

College of Business Administration  
P.O. Box 161991 • Orlando, FL 32816-1991 • (407) 823-2181 • Fax: (407) 823-5741  
[www.bus.ucf.edu](http://www.bus.ucf.edu)

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March 23, 2012

Dr. Foard Jones, Chair  
Commencement, Convocation, and Recognition Committee  
College of Business Administration  
P.O. Box 161991  
Orlando, FL 32816

Dear Foard:

I am pleased to nominate President Sanford Shugart for the honorary degree of Doctor of Humane Letters. President Shugart has been a long-time friend of the university, and he has provided local, regional, and national leadership in higher education and engaged public service.

President Shugart's educational leadership is demonstrated through his extensive commitment to higher education. Following his appointment as president of Valencia College in 2000, he has led the college to national prominence. Valencia is widely known and celebrated for its academic excellence, learning-centered initiatives, high rates of graduation, and outstanding services to business in Florida's Orange and Osceola Counties.

Valencia College was nationally recognized this past year for its many achievements and contributions to higher education with receipt of the Aspen Award for Community College Excellence and a \$600,000 award. The Aspen Award recognized Valencia College for its graduation rates, its ranking among the nation's highest in job placement, as well as its role in the development of the most productive transfer program in the country.

President Shugart played a major role in the establishment of the Central Florida Higher Education Consortium, sponsor of DirectConnect to UCF, which has resulted in a highly effective and nationally recognized student transfer program. His continued engagement with DirectConnect and the students served through that program are testimony to his continued commitment to providing access to baccalaureate education and to promoting student success.

President Shugart's commitment to professional and community service in the Central Florida community are recognized as well. His professional service has included membership on the American Council on Education, Commission on Leadership, the Executive Leadership Institute, League for Innovation, Council on Competitiveness, International Chair Academy, Chairman, Florida Council of Presidents, and continuing Visiting Scholar at Oxford University, Wycliffe Hall. He continues to serve on a number of boards and commissions, including the Central Florida Blood Bank, Metro Orlando Economic Development Commission, Greater Orlando Chamber of Commerce, and the Orlando Regional Healthcare System.

It is indeed an honor to nominate President Sanford Shugart for this honorary degree. Please consider recognizing him for his service to UCF and the community by approving him for an honorary doctorate in Humane Letters. His numerous achievements merit this honor and recognition.

Cordially yours,

John C. Hitt  
President

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Administrative Fee for Study Abroad Programs

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

The Office of International Studies (OIS) is requesting approval for a study abroad fee increase from \$250 to \$350 per participating student pursuant to Florida Statutes §1009.24 (14)(m) and Board of Governors Regulation 7.003 (9), regarding recovery of costs for off-campus educational activities.

**BACKGROUND INFORMATION**

Since 1992, UCF has had a strategic goal to “provide international focus to our curricula and research programs.” Educational programs outside the United States, such as study abroad, are one of the most effective ways to further this goal. In October 1998, Provost Gary Whitehouse approved the centralization of study abroad programs at the Office of International Studies to ensure consistency in implementation and compliance with State regulations and UCF policies and procedures. At that time, a fee of \$250 was instituted to recover part of the costs of administering these programs. Since then, OIS has not changed the administrative fee. The requested fee is expected to cover part of the following expenses:

1. costs associated with program development, such as staff time, curriculum assessment and development, evaluation of faculty credentials, program leader training, and site visits;
2. coordination with vendors and host institutions abroad to ensure smooth and safe program implementation;
3. program marketing materials and activities;
4. administrative costs, such as shipping, toll phone calls, and equipment dedicated to study abroad programs;
5. advising and orientation of outgoing students about academic, cultural, health and safety, logistics abroad, and travel concerns; and
6. activities to comply with UCF policies and procedures, including international vendor requests for approval, development of vendor and inter-institutional agreements, program payment requests, travel vouchers, payment tracking, and reconciliation of program revenue and expenses.

Attached is an estimate of the annual costs of these services based on an analysis of the actual expenses. The estimates also include additional costs of advising, course scheduling, and record-keeping because the administrative time of study abroad programs requires considerably more human intervention.

In addition, OIS is requesting authority to charge a non-refundable deposit of \$150 at the time of program reconfirmation, which happens after the student has applied and is accepted as a participant. This deposit is deducted from the study abroad administrative fee.

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**Supporting documentation:**

Attachment A

**Prepared by:** Angel Cardec, Director for Office of International Studies

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



University of Central Florida			
Office of International Studies			
Estimated Costs for Study Abroad Development and Administration			
March 2012			
PERSONNEL COSTS			
Salaries A&P			
Director (20%)		\$	15,232
Assistant Director (65%)		\$	29,250
Academic Advisor (100%)		\$	37,900
IT Web Manager (15%)		\$	8,351
Salaries USPS			
Program Advisor (100%)		\$	35,627
Accounting (30%)		\$	11,800
Program Development (100%)		\$	33,500
Salaries OPS			
Program Development logistics (100%)		\$	18,000
Reception (35%)		\$	8,750
Student Assistants			
4 students Peer advising (100%)		\$	35,496
Grad Students			
Posting and tracking (100%)		\$	15,000
Benefits (33%)		\$	56,647
Professional Development (conferences, seminars)		\$	5,000
Professional Contracts			
Advising (30% academic)		\$	10,500
Scheduling (1%)		\$	350
Curriculum (30% 1 person)		\$	10,500
Faculty Associates		\$	2,400
Stipends for Faculty Development (8 per year)		\$	6,400
Subscriptions and Books		\$	500
Scholarships for study abroad participants		\$	50,000
Food		\$	4,000
Travel		\$	5,000
Membership Fees (Forum, IIE, NAFSA)		\$	3,000

University of Central Florida			
Office of International Studies			
Estimated Costs for Study Abroad Development and Administration			
March 2012			
Program Marketing			
Staff Time			\$ 23,700
Newspaper			\$ 2,500
Office Supplies			\$ 3,500
Copies			\$ 600
Telephone			\$ 4,000
Software			\$ 1,875
FedEx			\$ 2,500
Printing/Forms/Cards			\$ 3,500
Credit Card Fees			\$ 6,000
Incidental Expenses			\$ 5,000
TOTALS			\$ 443,304
Comparison of estimated collections generated by a \$250 and a \$350 fee to the fee required for full recovery of administrative costs			
	Participant fee for full recovery of administrative costs	Estimated revenue for a \$250 fee	Estimated revenue for a \$350 fee
Number of Participants			
300	\$1,478	\$75,000	\$105,000
400	\$1,108	\$100,000	\$140,000
500	\$887	\$125,000	\$175,000
600	\$739	\$150,000	\$210,000
800	\$554	\$200,000	\$280,000
1000	\$443	\$250,000	\$350,000
Actual Collections from 2007-2010			
		Participants	Amount collected <sup>(1)</sup>
2007		214	\$26,075
2008		316	\$74,725
2009		364	\$64,058
2010		326	\$49,423
Notes:			
1) The amounts collected are less than the current fee times the number of participants because they reflect transfers to programs that did not cover expenses and include costs to compensate Departments for additional costs that they incurred due to the nature of the coursework for study abroad programs.			
2) Under the current model, program fees are collected in addition to the regular UCF tuition and fees.			



University of Central Florida  
Board of Trustees

**SUBJECT:** 2012-13 Creative School for Children Tuition Increases

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

Approval of tuition increases for the Creative School for Children beginning Fall 2012, as presented in Attachment B.

**BACKGROUND INFORMATION**

The Creative School for Children provides a safe and nurturing environment, along with a developmentally-appropriate educational program for 90 children of UCF students, faculty members, and staff members. The school receives 22.5 cents per student credit hour from the state toward the operation of the center, and most of the revenues are generated by tuition for each child enrolled. Salaries, utilities, maintenance of facilities, and administrative overhead are all funded from these revenue sources.

The Creative School for Children requests an average tuition increase of 3.5 percent for all student tuition categories, 4.1 percent for all employee tuition categories, and 4.3 percent for all community tuition categories.

The increase in rates results from necessary repairs to maintain accreditation standards as set forth by the National Association for the Education of Young Children; increased costs of goods, services, and utilities; and the need to increase the school's reserves as it awaits the next capital improvement trust fund distribution to build a new facility.

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**Supporting documentation:**

Budget projection through 2016-17 (Attachment A)  
Proposed tuition schedule for 2012-13 (Attachment B)  
Market data of surrounding child care centers (Attachment C)

**Prepared by:** Maribeth Ehasz, Vice President for Student Development  
and Enrollment Services

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

**University of Central Florida  
Creative School for Children  
Educational Research Center for Child Development  
Budget Projections**

	<b>Actuals</b>			<b>Projection</b>					
<b>Revenue</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>
Tuition and Fees (a)	\$ 477,327	\$ 583,995	\$ 548,793	\$ 542,580	\$ 558,857	\$ 575,623	\$ 592,892	\$ 610,679	\$ 628,999
Transfer from State-ERCCD (b)	\$ 276,439	\$ 289,642	\$ 306,020	\$ 322,229	\$ 337,696	\$ 353,905	\$ 370,893	\$ 388,696	\$ 407,353
Miscellaneous	\$ 3,716	\$ 1,282	\$ 558	\$ 569	\$ 581	\$ 592	\$ 604	\$ 616	\$ 629
Interest	\$ 13,525	\$ 9,358	\$ 10,865	\$ 11,082	\$ 11,304	\$ 11,530	\$ 11,761	\$ 11,996	\$ 12,236
<b>Total Revenue</b>	<b>\$ 771,007</b>	<b>\$ 884,277</b>	<b>\$ 866,237</b>	<b>\$ 876,461</b>	<b>\$ 908,438</b>	<b>\$ 941,651</b>	<b>\$ 976,150</b>	<b>\$ 1,011,987</b>	<b>\$ 1,049,217</b>
<b>Expenditures</b>									
Salary (c)	\$ 513,756	\$ 516,490	\$ 557,170	\$ 481,448	\$ 531,582	\$ 547,529	\$ 563,955	\$ 580,874	\$ 598,300
OPS (c)	\$ 56,868	\$ 78,426	\$ 60,507	\$ 52,381	\$ 54,392	\$ 56,024	\$ 57,704	\$ 59,436	\$ 61,219
Facility Repair and Maintenance	\$ 25,503	\$ 59,216	\$ 42,807	\$ 44,947	\$ 47,194	\$ 49,554	\$ 52,032	\$ 54,633	\$ 57,365
Utilities	\$ 23,082	\$ 32,494	\$ 30,531	\$ 32,058	\$ 33,661	\$ 35,344	\$ 37,111	\$ 38,967	\$ 40,915
Food Products	\$ 28,676	\$ 38,905	\$ 42,216	\$ 44,326	\$ 46,543	\$ 48,870	\$ 51,313	\$ 53,879	\$ 56,573
Other	\$ 19,387	\$ 28,481	\$ 32,868	\$ 34,512	\$ 36,237	\$ 38,049	\$ 39,951	\$ 41,949	\$ 44,046
Auxiliary Overhead	\$ 49,782	\$ 54,813	\$ 53,515	\$ 58,891	\$ 61,288	\$ 55,174	\$ 59,969	\$ 62,030	\$ 64,165
<b>Total Operating Expenditures</b>	<b>\$ 717,054</b>	<b>\$ 808,825</b>	<b>\$ 819,614</b>	<b>\$ 748,563</b>	<b>\$ 810,897</b>	<b>\$ 830,544</b>	<b>\$ 862,036</b>	<b>\$ 891,767</b>	<b>\$ 922,584</b>
<b>Cash in Bank</b>									
Opening Cash	\$ 367,540	\$ 424,821	\$ 503,012	\$ 549,635	\$ 677,533	\$ 775,074	\$ 886,181	\$ 1,000,295	\$ 1,120,514
Cash Contributions from Operations	\$ 57,281	\$ 78,191	\$ 46,623	\$ 127,898	\$ 97,541	\$ 111,107	\$ 114,114	\$ 120,219	\$ 126,633
<b>Ending Cash</b>	<b>\$ 424,821</b>	<b>\$ 503,012</b>	<b>\$ 549,635</b>	<b>\$ 677,533</b>	<b>\$ 775,074</b>	<b>\$ 886,181</b>	<b>\$ 1,000,295</b>	<b>\$ 1,120,514</b>	<b>\$ 1,247,147</b>

**Notes and Assumptions**

- (a) Proposed fee increases become effective Fall 2012. Thereafter at an annual 3-5 percent increase for all tuition categories.  
 (b) Transfer from State revenue growth from Office of Institutional Research enrollment forecast.  
 (c) Personnel costs will increase at 3 percent per year.



**University of Central Florida  
Creative School for Children  
Educational Research Center for Child Development  
Proposed Tuition Increase for 2012-13**

		2011-12 Student	2012-13 Student	Increase	2011-12 Employee	2012-13 Employee	Increase	2011-12 Community	2012-13 Community	Increase
<b>Two-year Olds</b>	Half day (2 days)	\$ 61.00	\$ 63.00	3.3%	\$ 78.00	\$ 82.00	5.1%	\$ 86.00	\$ 90.00	4.7%
	Half day (3 days)	\$ 77.00	\$ 80.00	3.9%	\$ 99.00	\$ 103.00	4.0%	\$ 109.00	\$ 114.00	4.6%
	Half day (Monday-Friday)	\$ 98.00	\$ 102.00	4.1%	\$ 138.00	\$ 144.00	4.3%	\$ 154.00	\$ 161.00	4.5%
	Half day p.m. (up to 5 days)	\$ 69.00	\$ 72.00	4.3%	\$ 78.00	\$ 82.00	5.1%	\$ 86.00	\$ 90.00	4.7%
	Full day (2 days)	\$ 77.00	\$ 80.00	3.9%	\$ 99.00	\$ 103.00	4.0%	\$ 109.00	\$ 114.00	4.6%
	Full day (3 days)	\$ 98.00	\$ 101.00	3.1%	\$ 141.00	\$ 147.00	4.3%	\$ 154.00	\$ 161.00	4.5%
	Full day (Monday-Friday)	\$ 132.00	\$ 136.00	3.0%	\$ 179.00	\$ 187.00	4.5%	\$ 196.00	\$ 204.00	4.1%
<b>Preschool Age</b>	Half day (2 days)	\$ 61.00	\$ 63.00	3.3%	\$ 75.00	\$ 78.00	4.0%	\$ 84.00	\$ 88.00	4.8%
	Half day (3 days)	\$ 77.00	\$ 80.00	3.9%	\$ 96.00	\$ 100.00	4.2%	\$ 105.00	\$ 110.00	4.8%
	Half day (Monday-Friday)	\$ 98.00	\$ 102.00	4.1%	\$ 137.00	\$ 143.00	4.4%	\$ 151.00	\$ 158.00	4.6%
	Half day p.m. (up to 5 days)	\$ 69.00	\$ 72.00	4.3%	\$ 75.00	\$ 78.00	4.0%	\$ 84.00	\$ 88.00	4.8%
	Full day (2 days)	\$ 77.00	\$ 80.00	3.9%	\$ 96.00	\$ 100.00	4.2%	\$ 105.00	\$ 110.00	4.8%
	Full day (3 days)	\$ 98.00	\$ 102.00	4.1%	\$ 137.00	\$ 143.00	4.4%	\$ 151.00	\$ 158.00	4.6%
	Full day (Monday-Friday)	\$ 130.00	\$ 134.00	3.1%	\$ 173.00	\$ 180.00	4.0%	\$ 191.00	\$ 199.00	4.2%
<b>Voluntary Pre-Kindergarten (VPK)</b>	VPK only	\$0.00	\$0.00	0.0%	\$0.00	\$0.00	0.0%	\$0.00	\$0.00	0.0%
	Half day (Monday-Friday) with VPK	\$ 29.00	\$ 30.00	3.4%	\$ 42.00	\$ 44.00	4.8%	\$ 45.00	\$ 47.00	4.4%
	Full day (Monday-Friday) with VPK	\$ 84.00	\$ 87.00	3.6%	\$ 112.00	\$ 117.00	4.5%	\$ 125.00	\$ 130.00	4.0%
<b>Evening Program</b>	Daily fee	\$ 15.00	\$ 16.00	6.7%	\$ 18.00	\$ 19.00	5.6%	\$ 23.00	\$ 24.00	4.3%
	Daily fee (with multiple days)	\$ 14.00	\$ 15.00	7.1%	\$ 16.00	\$ 17.00	6.3%	\$ 21.00	\$ 22.00	4.8%
<b>Fees</b>	Application (one time fee)	\$ 50.00	\$ 50.00	0.0%	\$ 75.00	\$ 75.00	0.0%	\$ 75.00	\$ 75.00	0.0%
	Project and Registration (per semester fee)	\$ 83.33	\$ 75.00	-10.0%	\$ 83.33	\$ 90.00	8.0%	\$ 83.33	\$ 90.00	8.0%
	Late payment	\$ 18.00	\$ 18.00	0.0%	\$ 18.00	\$ 18.00	0.0%	\$ 18.00	\$ 18.00	0.0%
	Extra time (half-day a.m.)	\$ 30.00	\$ 31.00	3.3%	\$ 39.00	\$ 41.00	5.1%	\$ 43.00	\$ 45.00	4.7%
	Extra time (half-day p.m.)	\$ 22.00	\$ 23.00	4.5%	\$ 28.00	\$ 30.00	7.1%	\$ 31.00	\$ 33.00	6.5%
	Extra time (full day)	\$ 38.00	\$ 40.00	5.3%	\$ 49.00	\$ 51.00	4.1%	\$ 54.00	\$ 57.00	5.6%

Attachment B

**University of Central Florida  
Creative School for Children  
Educational Research Center for Child Development  
2012-13 Market Data - Child Care Center Fees  
Full Time 8 a.m. - 5 p.m., 5 Days per Week**

<b>Name of Center/School</b>	<b>Two Year Olds</b>	<b>Preschool</b>	<b>Miles from CSC</b>
UCF Creative School for Children	\$136/\$187/\$204	\$134/\$180/\$199	
Primrose School at Vista Lakes	\$ 230.00	\$ 215.00	9.7
Page Private Schools Inc	\$ 206.00	\$ 206.00	2.2
Kinder Care Learning Center - Winter Park	\$ 195.00	\$ 170.00	5.1
La Petite Academy, Orlando	\$ 193.00	\$ 160.00	3.8
Lady Bird Academy	\$ 190.00	\$ 175.00	5.2
St. Luke's Lutheran School	\$ 189.00	\$ 189.00	4.9
Childtime Learning Center	\$ 188.00	\$ 168.00	4.3
Kids R Kids	\$ 185.00	\$ 175.00	4.5
UCP - Research Park	\$ 185.00	\$ 170.00	3.6
Kinder Care Learning Center - Winter Springs	\$ 184.00	\$ 177.00	5.1
Star Child Academy - Waterford	\$ 182.00	\$ 167.00	3.0
Tuskawilla Montessori Academy	\$ 181.00	\$ 181.00	5.3
Twin Rivers Montessori	\$ 181.00	\$ 181.00	6.8
Monarch Children's Academy	\$ 180.00	\$ 165.00	6.2
Star Child Academy - Oviedo	\$ 180.00	\$ 160.00	3.0
Kids R Kids Intl Inc	\$ 180.00	\$ 165.00	4.4
Kidtown USA	\$ 178.00	\$ 168.00	5.1
First Friends	\$ 175.00	\$ 160.00	2.8
Lake Underhill Montessori School	\$ 175.00	\$ 175.00	6.2
Kids Together	\$ 170.00	\$ 160.00	4.6
Saints Peter and Paul Child Care	\$ 165.00	\$ 150.00	4.9
La Petite Academy, Oviedo	\$ 160.00	\$ 152.00	3.7
Think 'n Play Learning Center	\$ 159.00	\$ 150.00	4.1

Attachment C

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2012-13 Tuition, Tuition Differential, Out-of-state Fees, Financial Aid Fees, and Technology Fees

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

Approval of tuition, tuition differential, out-of-state fees, financial-aid fees, and technology fees for undergraduate and graduate students for Fall 2012, as follows:

	<u>Current</u>	<u>Fall 2012 (Proposed)</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate base tuition	\$103.32	\$103.32	\$ -	
Undergraduate tuition differential	<u>24.96</u>	<u>44.20</u>	<u>19.24</u>	
Undergraduate base plus tuition differential	128.28	147.52	19.24	15.0%
Financial-aid fee - undergraduate	5.16	5.16	-	-
Technology fee – undergraduate	5.16	5.16	-	-
Out-of-state-fee – undergraduate non-resident	491.41	511.06	19.65	4.0%
Financial-aid fee - undergraduate non-resident	24.57	25.55	0.98	4.0%
Graduate tuition	277.08	288.16	11.08	4.0%
Doctor of Physical Therapy tuition	475.49	494.50	19.01	4.0%
Financial-aid fee - graduate	13.85	14.40	0.55	4.0%
Technology fee - graduate	13.85	14.40	0.55	4.0%
Financial-aid fee - Doctor of Physical Therapy	23.77	24.72	0.95	4.0%
Technology fee – Doctor of Physical Therapy	23.77	24.72	0.95	4.0%
Out-of-state fee - graduate non-resident	754.96	785.15	30.19	4.0%
Financial-aid fee - graduate non-resident	37.74	39.25	1.51	4.0%

## **BACKGROUND INFORMATION**

The Legislature has established a zero-percent tuition increase for undergraduate students, effective Fall 2012. In addition, the state allows the sum of base tuition and tuition differential to increase by up to 15 percent. Also, tuition and out-of-state fees for graduate and non-resident students may be set by each university board of trustees as delegated by the Board of Governors. Statutes allow the technology fees to be set at up to five percent of tuition. This fee was implemented at five percent of tuition as of Fall 2009.

We recommend an increase in tuition, out-of-state fees, and the financial-aid and technology fees as outlined above with tuition differential to be applied at the same rate for all undergraduate courses. Thirty percent of the revenue generated from tuition differential will be used for need-based financial-aid with the remainder used to support undergraduate education. All universities are required to document that the use of funds provided through tuition differential follows the guidelines provided by the Florida Board of Governors. These increases are subject to approval by the Board of Governors.

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**Supporting documentation:** Proposed Tuition and Fees – Fall 2012 (Attachment A)  
History of Fee Increases (Attachment B)  
Average Tuition, Fee, and Rate Increase (Attachment C)

**Prepared by:** Tracy Clark, Assistant Vice President for Administration and Finance and  
University Controller  
Christy Tant, Senior Associate Controller, Finance and Accounting

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



# **Attachment A** **University of Central Florida** **Proposed Tuition and Fees - Fall 2012**

	Undergraduate Resident					Undergraduate Non-Resident			
	Current	Change	Fall 2012		Current	Change	Fall 2012		
Tuition	\$ 103.32	\$ -	\$ 103.32		\$ 103.32	\$ -	\$ 103.32		
Tuition differential	24.96	19.24	44.20		24.96	19.24	44.20		
Out-of-state fee	-	-	-		491.41	19.65	511.06		
Financial-aid fee	5.16	-	5.16		5.16	-	5.16		
Non-resident financial-aid fee	-	-	-		24.57	0.98	25.55		
Activity and service fee	10.79	-	10.79		10.79	-	10.79		
Athletic fee	13.10	0.34	13.44		13.10	0.34	13.44		
Health fee	9.88	0.42	10.30		9.88	0.42	10.30		
Transportation access fee	9.00	0.10	9.10		9.00	0.10	9.10		
Technology fee	5.16	-	5.16		5.16	-	5.16		
Capital improvement fee <sup>1</sup>	4.76	2.00	6.76		4.76	2.00	6.76		
Total tuition and fees per-credit hour	<u>\$ 186.13</u>	<u>\$ 22.10</u>	<u>\$ 208.23</u>		<u>\$ 702.11</u>	<u>\$ 42.73</u>	<u>\$ 744.84</u>		
	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>	
Average annual tuition and out-of-state fees (30 credit hours per year)	\$ 3,848	\$ 577	\$ 4,426	15.0%	\$ 18,591	\$ 1,167	\$ 19,758	6.3%	
Average annual tuition and all fees (30 credit hours per year)	\$ 5,584	\$ 663	\$ 6,247	11.9%	\$ 21,064	\$ 1,282	\$ 22,345	6.1%	

	Graduate Resident					Graduate Non-Resident			
	Current	Change	Fall 2012		Current	Change	Fall 2012		
Tuition	\$ 277.08	\$ 11.08	\$ 288.16		\$ 277.08	\$ 11.08	\$ 288.16		
Out-of-state fee	-	-	-		754.96	30.19	785.15		
Financial-aid fee	13.85	0.55	14.40		13.85	0.55	14.40		
Non-resident financial-aid fee	-	-	-		37.74	1.51	39.25		
Activity and service fee	10.79	-	10.79		10.79	-	10.79		
Athletic fee	13.10	0.34	13.44		13.10	0.34	13.44		
Health fee	9.88	0.42	10.30		9.88	0.42	10.30		
Transportation access fee	9.00	0.10	9.10		9.00	0.10	9.10		
Technology fee	13.85	0.55	14.40		13.85	0.55	14.40		
Capital improvement fee <sup>1</sup>	4.76	2.00	6.76		4.76	2.00	6.76		
Total tuition and fees per-credit hour	<u>\$ 352.31</u>	<u>\$ 15.04</u>	<u>\$ 367.35</u>		<u>\$ 1,145.01</u>	<u>\$ 46.74</u>	<u>\$ 1,191.75</u>		
	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>	
Average annual tuition and out-of-state fees (24 credit hours per year)	\$ 6,650	\$ 266	\$ 6,916	4.0%	\$ 24,769	\$ 990	\$ 25,759	4.0%	
Average annual tuition and all fees (24 credit hours per year)	\$ 8,456	\$ 361	\$ 8,816	4.3%	\$ 27,480	\$ 1,122	\$ 28,602	4.1%	

<sup>1</sup> Beginning with Fall 2012, the prior building and capital improvement fee will be combined to become the capital improvement fee as reflected here, per Florida House Bill 5201.

## Differential Tuition Information

Considering a tuition increase in this economy is unwelcome. Nationally, there is much discussion about student debt and rising tuition. However, let's focus on what is happening here at UCF.

- Forty-nine percent of our students graduate without UCF debt.
  - Nationally, in 2009-10, 33 percent of students graduated without debt.
- Of those who graduate with debt from UCF, the average total is \$19,400 and decreasing. This figure is 23 percent below the national average.

Table 1: Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Average Amount of Debt for Undergraduates who have graduated with debt	\$19,234	\$20,088	\$20,484	\$19,730	\$19,356

- Last year, UCF awarded more than \$400 million in financial aid with more students seeing higher average awards.
- The average tuition at UCF is well below the national average.

Table 2: Tuition and Fees Compared to Select States and District of Columbia

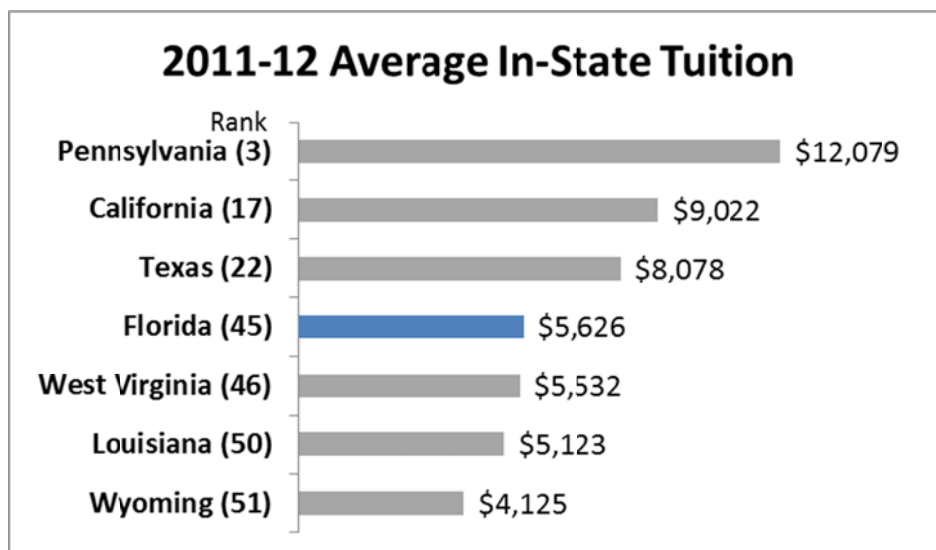


Table 3: Estimated Total Cost of Attendance

(For Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)

	TUITION AND FEES	BOOKS AND SUPPLIES	ROOM AND BOARD	TRANSPOR- TATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$4,518	\$924	\$8,574	\$1,800	\$2,276	\$18,092
AT HOME	\$4,518	\$924	\$4,450	\$1,800	\$2,276	\$13,968

Table 4: Estimated Net Cost of Attendance

(For Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)

	TOTAL COST OF ATTENDANCE	AVG. GIFT AID AMOUNT	AVG. NET TUITION & FEES	AVG. NET COST OF ATTENDANCE	AVG. LOAN AMOUNT
AVG. COSTS	\$18,092	\$3,385	\$1,596	\$14,073	\$6,706

Tuition increases have not made up the difference for UCF's declining state support. However, tuition has played an essential role in helping UCF maintain the ability to serve students.

- During the past five years, UCF's state support has declined 49 percent or \$144 million, including the 2012-13 one-time reduction.
- Assuming this is a one-time reduction, state support has declined by \$3,777 per student FTE since 2007, and tuition increases have replaced only \$2,297.
- This represents a 9 percent funding reduction per student FTE, or a 17 percent funding reduction if differential tuition had not been available.

Table 5: E&G Operating Budget per Student FTE, Including Differential Tuition (DT)

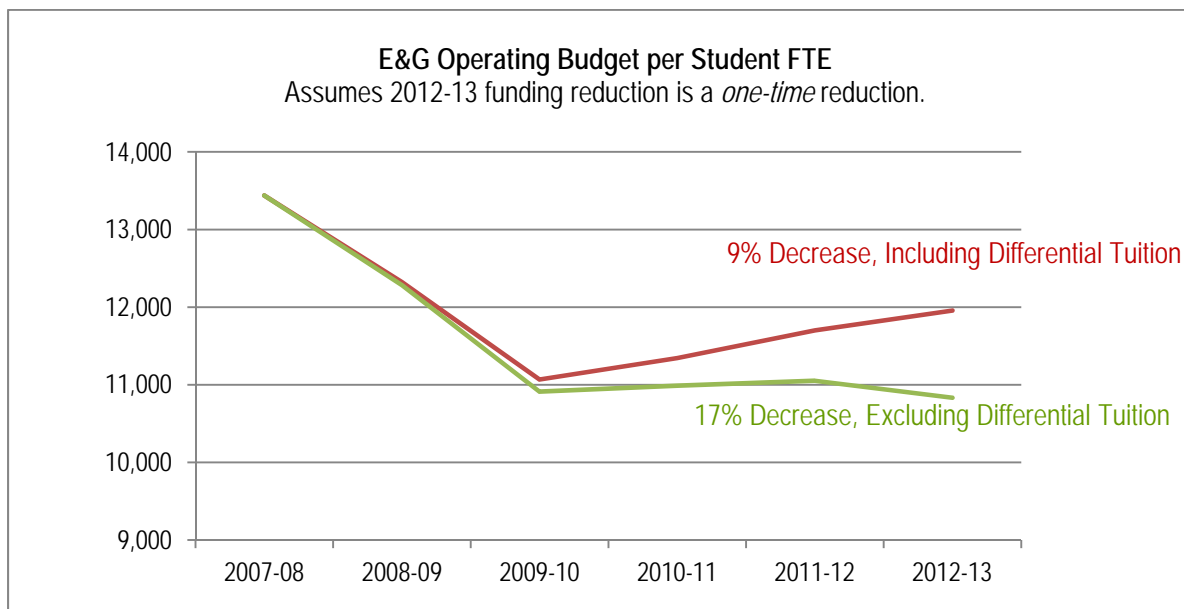
	2008	2009	2010	2011	2012	2013	Increase or Decrease
General Revenue and Lottery Funds*	\$9,433	\$8,085	\$6,578	\$6,279	\$5,855	\$5,656	(\$3,777)
Tuition Revenues	\$4,004	\$4,238	\$4,490	\$5,065	\$5,846	\$6,301	\$2,297
Total E&G Funding per Student FTE	\$13,438	\$12,323	\$11,068	\$11,344	\$11,701	\$11,957	(\$1,481)

Table 5A: E&G Operating Budget per Student FTE, Excluding Differential Tuition (DT)

	2008	2009	2010	2011	2012	2013	Increase or Decrease
General Revenue and Lottery Funds *	\$9,433	\$8,085	\$6,578	\$6,279	\$5,855	\$5,656	(\$3,777)
Tuition Revenues	\$4,004	\$4,198	\$4,332	\$4,709	\$5,196	\$5,176	\$1,171
Total E&G Funding per Student FTE	\$13,438	\$12,283	\$10,910	\$10,988	\$11,051	\$10,832	(\$2,606)

\* General revenue and lottery budget for 2012-13 does not reflect state budget reduction, assuming it is a one-time reduction.

Table 6: E&G Operating Budget per Student FTE



UCF continues to lead the state in implementing efficiencies.

- In to order serve the increased number of students while our operating budget declined, UCF has become more efficient. However, without differential tuition this year, the funding gap would be even greater. Students could see larger classes and less time with professors. Fewer courses and instructors could lead to graduation delays. Without adequate dollars for UCF, qualified students could be turned away and enrollments capped.



Table 7: Dollars Spent on Instruction in 2010-11

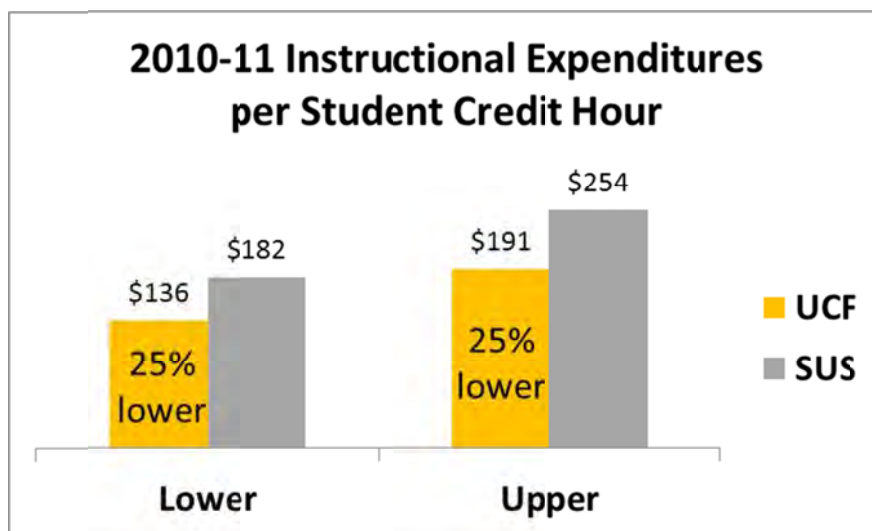


Table 8: Student Credit Hour (SCH) Growth by Course Type

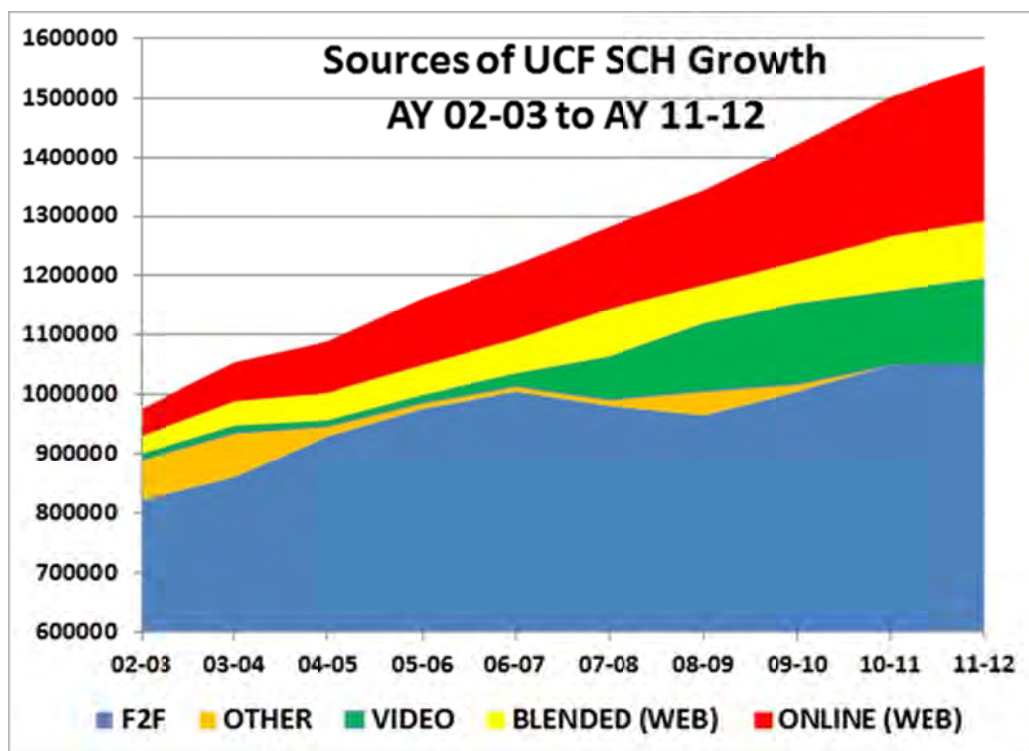


Table 9: Space Utilization (based upon 40 hours per week)

	2007	2008	2009	2010	2011
Orlando Campus Classrooms	120.3%	119.3%	125.4%	129.3%	130.3%

Table 10: Dollars Spent on Administrative Expenses in 2010-11

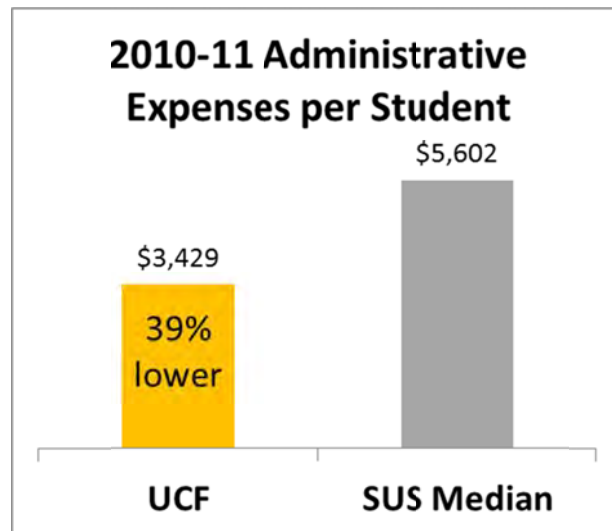
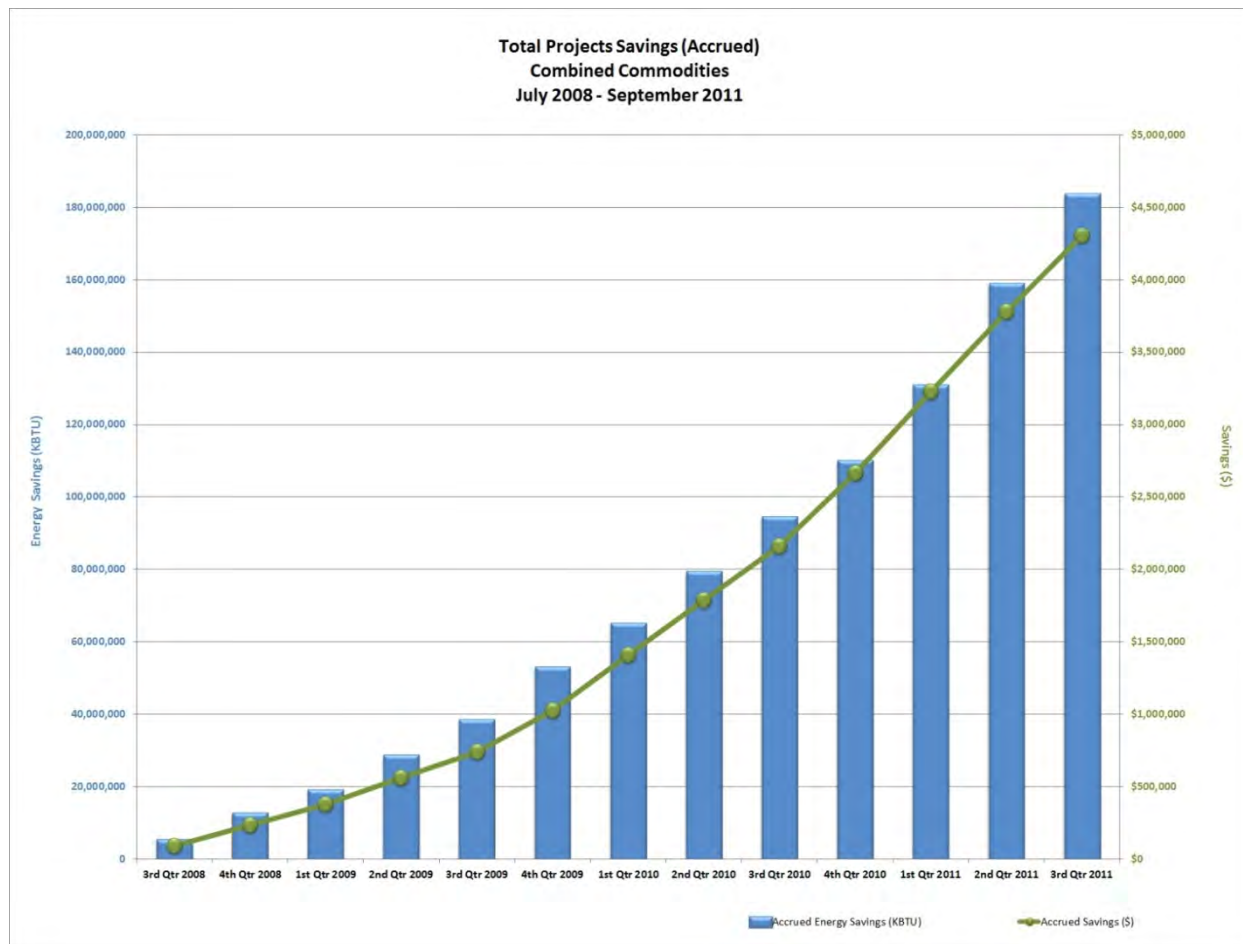


Table 11: Energy Efficiencies



Differential tuition has benefited students in the past.

- Retention and graduation rates are increasing.

Table 12: Retention and Graduation Rates

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES
Freshman Retention Rate	5%	87%	88%
FTIC Graduation Rates			
In 4 years (or less)	3%	35%	36%
In 6 years (or less)	5%	62%	63%

- Mathematics Initiative: The pass rate of UCF's college algebra classes (a gateway class for STEM majors) is increasing due to curriculum redesign that includes less in-class time and more one-on-one tutoring.

- English Initiative: English composition class size has been reduced by 9 percent, a more engaged curriculum has been adopted, the Writing Center has been expanded, and a Writing Across the Discipline initiative has begun.

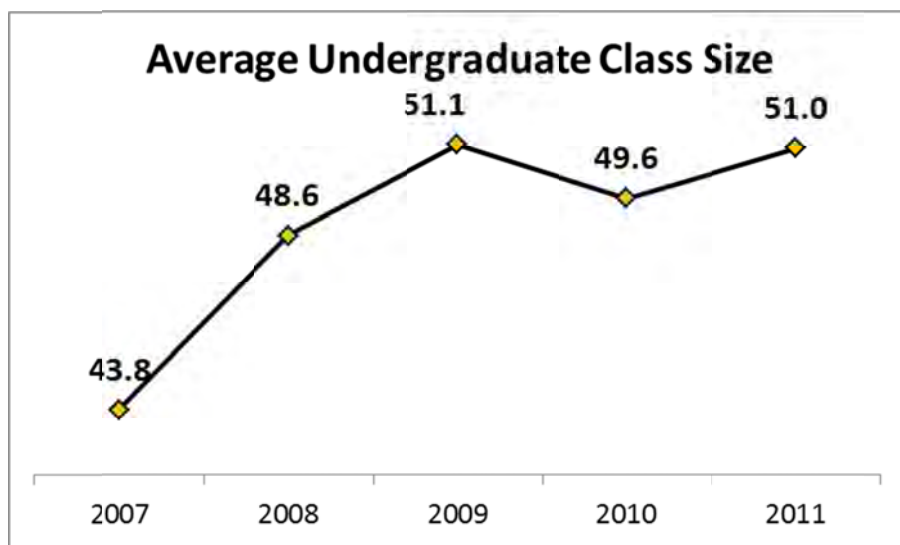
Differential tuition will benefit students in 2012-13.

- Will add \$6 million for need-based student aid. This \$6 million will support the previous increase of students receiving aid and help our neediest students address their debt burdens.
- Will add \$14 million to maintain vital courses, programs, and support services for our growing undergraduate student population.

The Legislature assumed a 15 percent tuition increase in its budget allocation. Without the full 15 percent differential tuition, the impact to students will be substantial.

- Impact without differential tuition
  - 546 classes cut
  - 112 faculty positions
- \$6 million decrease in financial aid available to most at-risk students
  - Debt will grow, more students graduate with debt
- Ability to continue to provide access to high-quality undergraduate degrees and programs will be compromised; retention and graduation rates will suffer
- Average class size will grow

Table 13: Average Undergraduate Class Size



- Student-to-faculty ratio will increase

Table 14: Student to Faculty Ratio

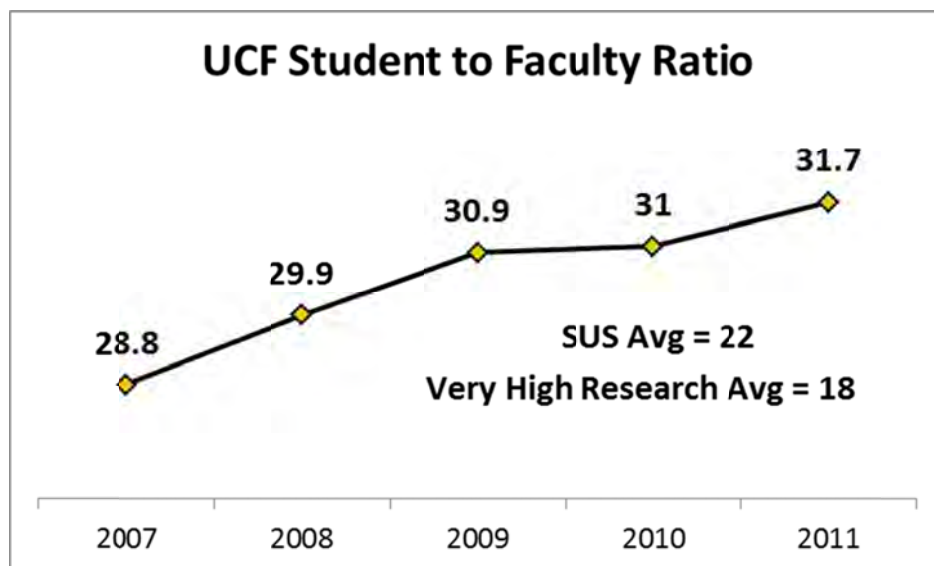
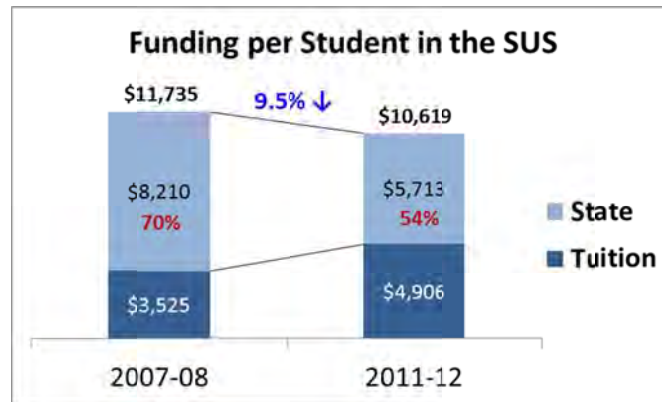


Table 15: Shift of Funding per Student in the SUS



Close

- We are sensitive to adding additional costs to students and their families.
  - But at UCF, 49 percent of our students leave with no debt incurred.
  - The indebtedness of undergraduates is declining.
  - Differential tuition in 2012-13 will provide \$6 million in need-based aid.
- We are efficient and frugal with the dollars we have.
  - *U.S. News* Ranking: Overall national ranking (177) vs. financial resources ranking (265)
- We have promised to provide access to a high-quality education to as many Central Floridians as we are able to serve, meeting the Board of Governors' first strategic goal.
- The Board of Governors' three over-arching goals include "Productivity," the definition of which begins as follows: "Increase access and degree completion for students. . . ." One measure of this goal is to increase the number of baccalaureate degrees from 53,000 to 90,000 in the next 12 years, a 58 percent increase. UCF endorses this goal of the State University System and has worked assiduously to provide greater access to baccalaureate education while also increasing the quality of that education. In the previous 12 years, UCF has doubled the number of baccalaureate degrees it awards, and this institution now accounts for 12 percent of baccalaureate degrees awarded in the entire state of Florida, not only the SUS.
- We are arriving at the point where we can no longer fulfill this promise. Where that point is, we are not sure. We do know, however, that we will be unable to provide as high a quality of instruction without the differential tuition that the Legislature has built into our balanced budget.

**Attachment B**  
**University of Central Florida**  
**History of Fee Increases**  
Fall 2008 - Fall 2012

**Percent Fee Increase**

	Fall 2008		Fall 2009		Fall 2010		Fall 2011		PROPOSED Fall 2012	
	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>
Florida Resident										
Tuition	9.0%	9.0%	15.0%	0.0%	15.0%	8.0%	15.0%	8.0%	15.0%	4.0%
Total fees per-credit hour <sup>1</sup>	7.3%	8.3%	14.6%	4.7%	10.9%	7.2%	11.2%	7.3%	11.9%	4.3%
Non-Resident										
Tuition and out-of-state fees	9.0%	9.0%	2.2%	0.0%	2.5%	1.9%	2.8%	2.0%	6.3%	4.0%
Total fees per-credit hour <sup>1</sup>	8.7%	8.8%	3.0%	1.3%	2.5%	2.0%	2.7%	2.1%	6.1%	4.1%

**Fees Per Credit Hour**

	Fall 2008		Fall 2009		Fall 2010		Fall 2011		PROPOSED Fall 2012	
	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>
Florida Resident										
Tuition	\$ 84.35	\$ 237.56	\$ 97.00	\$ 237.56	\$ 111.55	\$ 256.56	\$ 128.28	\$ 277.08	\$ 147.52	\$ 288.16
Total fees per-credit hour <sup>1</sup>	\$ 131.58	\$ 292.56	\$ 150.85	\$ 306.31	\$ 167.35	\$ 328.44	\$ 186.13	\$ 352.31	\$ 208.23	\$ 367.35
Non-Resident										
Tuition and out-of-state fees	\$ 575.76	\$ 992.52	\$ 588.41	\$ 992.52	\$ 602.96	\$ 1,011.52	\$ 619.69	\$ 1,032.04	\$ 658.58	\$ 1,073.31
Total fees per-credit hour <sup>1</sup>	\$ 647.56	\$ 1,085.26	\$ 666.83	\$ 1,099.01	\$ 683.33	\$ 1,121.14	\$ 702.11	\$ 1,145.01	\$ 744.84	\$ 1,191.75

**Average Annual UCF Tuition and Fees**

	Fall 2008		Fall 2009		Fall 2010		Fall 2011		PROPOSED Fall 2012	
	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>
Florida Resident										
Tuition	\$ 2,531	\$ 5,701	\$ 2,910	\$ 5,701	\$ 3,347	\$ 6,157	\$ 3,848	\$ 6,650	\$ 4,426	\$ 6,916
Total tuition and fees <sup>1</sup>	\$ 3,947	\$ 7,021	\$ 4,526	\$ 7,351	\$ 5,021	\$ 7,883	\$ 5,584	\$ 8,456	\$ 6,247	\$ 8,816
Non-Resident										
Tuition and out-of-state fees	\$ 17,273	\$ 23,820	\$ 17,652	\$ 23,820	\$ 18,089	\$ 24,276	\$ 18,591	\$ 24,769	\$ 19,758	\$ 25,759
Total tuition and fees <sup>1</sup>	\$ 19,427	\$ 26,046	\$ 20,005	\$ 26,376	\$ 20,500	\$ 26,907	\$ 21,064	\$ 27,480	\$ 22,345	\$ 28,602

<sup>1</sup> Total fees include tuition, tuition differential, out-of-state, financial aid, capital improvement, activity and service, athletic, health, transportation access, and technology fees.

## Attachment C

### Average Tuition, Fee, and Rate Increase Resident Undergraduate Student (living on campus) Effective Fall 2012

#### Summary of Increases:

If tuition increases are approved by the Board of Trustees at its May 24th meeting, undergraduate students taking 21 credit hours will see an average increase of \$464, while a full time student taking a full credit hour load of 30 hours would see an average increase of \$653. These increases include the fee and rate increases approved at the December Finance Committee meeting.

Total revenue generated by these fee increases, based on 2012-13 projected enrollment, will be approximately \$24 million.

The above statements assume that undergraduate tuition differential will increase by 15 percent effective Fall 2012, increasing per-credit-hour cost of tuition from \$128.28 in Fall 2011 to \$147.52 in Fall 2012. The total revenue estimate of \$24 million does not include increases in out-of-state fees and graduate tuition.

Housing, food, and book expenses vary with the choices made by the student as well as the courses taken. The amounts shown reflect an estimate of the average cost.

#### Detail of Increases:

	Student Taking 21 Credit Hours				Student Taking 28 Credit Hours				Student Taking 30 Credit Hours				Revenue Generated by Increase
	2011-12	2012-13	Increase \$	%	2011-12	2012-13	Increase \$	%	2011-12	2012-13	Increase \$	%	
<b>Tuition and Fees</b>													
Tuition plus tuition differential <sup>1</sup>	\$ 2,694	\$ 3,098	\$ 404	15.0%	\$ 3,592	\$ 4,131	\$ 539	15.0%	\$ 3,848	\$ 4,425	\$ 577	15.0%	\$ 20,000,000
Capital improvement fee <sup>1</sup>	101	142	41	40.6%	134	190	56	41.8%	143	203	60	42.0%	2,400,000
Financial aid fee	109	109	-	0.0%	145	145	-	0.0%	155	155	-	0.0%	-
Activity and service fee	227	227	-	0.0%	303	303	-	0.0%	324	324	-	0.0%	-
Athletic fee	276	283	7	2.5%	367	377	10	2.7%	393	403	10	2.5%	500,000
Transportation access fee	189	192	3	1.6%	252	255	3	1.2%	270	273	3	1.1%	100,000
Health fee	208	217	9	4.3%	277	289	12	4.3%	296	309	13	4.4%	500,000
Technology fee	109	109	-	0.0%	145	145	-	0.0%	155	155	-	0.0%	-
<b>Total - Tuition and Fees</b>	<b>\$ 3,913</b>	<b>\$ 4,377</b>	<b>\$ 464</b>	<b>11.9%</b>	<b>\$ 5,215</b>	<b>\$ 5,835</b>	<b>\$ 620</b>	<b>11.9%</b>	<b>\$ 5,584</b>	<b>\$ 6,247</b>	<b>\$ 663</b>	<b>11.9%</b>	<b>\$ 23,500,000</b>
<b>Other Rate Increases</b>													
Decal fee	\$ 94	\$ 96	\$ 2	2.0%	\$ 94	\$ 96	\$ 2	2.0%	\$ 94	\$ 96	\$ 2	2.0%	\$ 100,000
Housing	5,305	5,411	106	2.0%	5,305	5,411	106	2.0%	5,305	5,411	106	2.0%	400,000
Food	3,789	3,887	118	3.1%	3,789	3,887	118	3.1%	3,769	3,887	118	3.1%	-
Books	998	1,018	20	2.0%	998	1,018	20	2.0%	998	1,018	20	2.0%	-
<b>Total - Other Rate Increases</b>	<b>\$ 10,166</b>	<b>\$ 10,412</b>	<b>\$ 246</b>	<b>2.4%</b>	<b>\$ 10,166</b>	<b>\$ 10,412</b>	<b>\$ 246</b>	<b>2.4%</b>	<b>\$ 10,166</b>	<b>\$ 10,412</b>	<b>\$ 246</b>	<b>2.4%</b>	<b>\$ 500,000</b>
<b>Total Tuition, Fees, and Other</b>	<b>\$ 14,079</b>	<b>\$ 14,789</b>	<b>\$ 710</b>	<b>5.0%</b>	<b>\$ 15,381</b>	<b>\$ 16,247</b>	<b>\$ 866</b>	<b>5.6%</b>	<b>\$ 15,750</b>	<b>\$ 16,659</b>	<b>\$ 909</b>	<b>5.8%</b>	<b>\$ 24,000,000</b>

<sup>1</sup> Beginning with Fall 2012, the prior building and capital improvement fee will be combined to become the capital improvement fee as reflected here, per Florida House Bill 5201.

<sup>2</sup> The revenue generated by the increase in tuition plus tuition differential includes Summer 2012 hours at Fall 2011 rates and excludes waiver usage.



**University of Central Florida  
Board of Trustees**

**SUBJECT:** Capital Improvement Trust Fund

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

Approval of an increase in the Capital Improvement Trust Fund fee.

**BACKGROUND INFORMATION**

HB 5201 provides for fall 2012 increases to the Capital Improvement Trust Fund Fee. Any increase in the fee beyond \$4.76 must be first recommended by a Capital Improvement Fee committee, at least half of whom are students appointed by the student body president, the remaining half being appointed by the university president and a chair, jointly appointed by the university president, and the student body president. An increase in the fee must be approved by the university board of trustees, may occur only once each fiscal year, and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students, or 10 percent of the sum of tuition and out-of-state fees for nonresident students. The fee shall be limited to an increase of \$2 per credit hour over the prior year, and any proposed fee increases or decreases must be approved by the Board of Governors.

The Board of Trustees approved a plan for future allocations of the Capital Improvement Trust Fund at the May 20, 2010 meeting. Priorities for funding include Lake Claire renovation, construction of a new facility for the Creative School for Children, construction of a new Student Union II facility, and additional outdoor recreation fields. These projects totaled \$25 million.

The Board of Governors' staff members have estimated that UCF will receive a projected allocation of \$25.4 million in 2012 if the Capital Improvement Trust Fund fee is raised to the maximum \$2 per credit hour. Without an increase, the allocation to UCF is estimated to be \$7.5 million. Further estimates indicate that raising the Capital Improvement Trust Fund fee in future years by the maximum \$2 per credit hour could generate approximately \$18 million each year.

A Capital Improvement Trust Fund committee was formed and recommends an increase in the Capital Improvement Trust Fund fee by \$2.00 effective this fall 2012 to support the projects

approved by the board in 2010 and to support the design and development of the John C. Hitt Library. Future Capital Improvement Trust Fund fee increases will be used to complete the Library renovation and development.

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**Supporting documentation:**

**Prepared by:** Maribeth Ehasz, Vice President for Student Development  
and Enrollment Services

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

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2012-13 University Operating Budget

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

Approval of the university's 2012-13 operating budget.

**BACKGROUND INFORMATION**

We request approval of the operating budgets for the Educational & General, Medical School, Auxiliary Enterprises, Sponsored Research, Student Financial Aid, Student Activities, Technology Fee, and Concessions areas as indicated in Attachment A.

The Educational & General and Medical School budgets reflect the amounts proposed by the legislature and are subject to approval by the governor. All other budgets were compiled using requests from individual departments and a review of expected revenue, expenditures, and fund balances for each area.

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**Supporting documentation:** 2012-13 Proposed Operating Budget (Attachment A)  
Changes in E&G Funding (Attachment B)  
Auxiliary Enterprises Proposed Operating Budget (Attachment C)  
Summary of 2011-12 Expenditures (Attachment D)

**Prepared by:** Tracy Clark, Assistant Vice President for Administration and Finance and  
University Controller  
Christy Tant, Senior Associate Controller, Finance and Accounting

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

# Attachment A

## University of Central Florida

### 2012-13 Proposed Operating Budget

	2012-13 Proposed Budget	2011-12 BOT Approved Budget <sup>1</sup>	% Increase (Decrease)	\$ Increase (Decrease)
<b>Educational &amp; General (E&amp;G)</b>				
General Revenue <sup>2</sup>	\$ 144,360,241	\$ 194,206,851	-26%	\$ (49,846,610)
Lottery <sup>2</sup>	24,076,978	29,036,714	-17%	(4,959,736)
Student Tuition and Fees <sup>2</sup>	246,682,141	221,204,871	12%	25,477,270
<b>Total Educational and General</b>	<b>\$ 415,119,360</b>	<b>\$ 444,448,436</b>	<b>-7%</b>	<b>\$ (29,329,076)</b>
<b>Medical School (E&amp;G)</b>				
General Revenue <sup>2</sup>	\$ 22,894,755	\$ 22,115,382	4%	\$ 779,373
Student Tuition and Fees <sup>2</sup>	8,180,191	4,729,709	73%	3,450,482
<b>Total Educational and General</b>	<b>\$ 31,074,946</b>	<b>\$ 26,845,091</b>	<b>16%</b>	<b>\$ 4,229,855</b>
<b>Auxiliary Enterprises <sup>3</sup></b>	<b>\$ 174,983,999</b>	<b>\$ 172,101,864</b>	<b>2%</b>	<b>\$ 2,882,135</b>
<b>Sponsored Research <sup>4</sup></b>	<b>154,597,904</b>	<b>152,517,750</b>	<b>1%</b>	<b>2,080,154</b>
<b>Student Financial Aid <sup>5</sup></b>	<b>539,721,705</b>	<b>526,837,052</b>	<b>2%</b>	<b>12,884,653</b>
<b>Student Activities <sup>6</sup></b>	<b>22,186,188</b>	<b>19,919,638</b>	<b>11%</b>	<b>2,266,550</b>
<b>Technology Fee <sup>7</sup></b>	<b>11,075,000</b>	<b>13,000,000</b>	<b>-15%</b>	<b>(1,925,000)</b>
<b>Concessions <sup>8</sup></b>	<b>380,000</b>	<b>420,000</b>	<b>-10%</b>	<b>(40,000)</b>
<b>Total Operating Budget</b>	<b>\$ 1,349,139,102</b>	<b>\$ 1,356,089,831</b>	<b>-1%</b>	<b>\$ (6,950,729)</b>

<sup>1</sup> Represents the operating budget approved by the Board of Trustees on May 26, 2011, adjusted for mid-year amendments received from the Board of Governors.

<sup>2</sup> See Attachment B for detail of the changes in these budgets.

<sup>3</sup> Detail for this budget is included in Attachment C.

<sup>4</sup> The increase is a result of an anticipated increase in grant funding.

<sup>5</sup> The increase in Student Financial Aid budget is due to the expected increases in student demand as well as increases in federal loan and grant funds available for student aid.

<sup>6</sup> Expenditures in this budget are supported by Activity and Service Fee revenue. The increase is based on an anticipated enrollment increase as well as estimated funds of \$2.2 million remaining at June 30, 2012.

<sup>7</sup> This budget is for the expenditures in support of the enhancement of instructional technology resources for students and faculty. The budget includes planned expenditures of 2012-13 fee revenue plus approximately \$7 million to complete projects funded by unspent fees remaining from the prior three years.

<sup>8</sup> The concessions budget is supported by funds received under the pouring-rights contract.

## Attachment B

### University of Central Florida

#### Changes in E&G Funding

##### Changes in University E&G Funding

	General Revenue	Lottery	Tuition and Fees	Total
Educational & General	\$ 194,206,851	\$ 29,036,714	\$ 221,204,871	\$ 444,448,436
Tuition increase, other changes in fees <sup>1</sup>			25,477,270	25,477,270
Base budget adjustment - non-recurring	(52,613,031)			(52,613,031)
Decrease in allowable excess hours	(1,831,672)			(1,831,672)
Reduce contribution rates for ORP and PEORP	(4,216,934)			(4,216,934)
Lottery adjustment	4,959,736	(4,959,736)		-
Retirement system normal costs	874,082			874,082
Plant operation and maintenance for new space	981,209			981,209
High Tech Corridor - non-recurring	2,000,000			2,000,000
Remove non-recurring- Lou Frey Institute	(400,000)			(400,000)
Restore as recurring- Lou Frey Institute	400,000			400,000
Net (decrease) increase	(49,846,610)	(4,959,736)	25,477,270	(29,329,076)
2012-13 beginning budget	\$ 144,360,241	\$ 24,076,978	\$ 246,682,141	\$ 415,119,360

<sup>1</sup> Includes an increase of 15 percent for undergraduate tuition differential; an increase of four percent for graduate base tuition, DPT tuition; an increase of four percent for undergraduate and graduate non-resident fees; and an increase in waiver adjustments.

##### Changes in Medical School Funding

	General Revenue	Lottery	Tuition and Fees	Total
2011-12 ending budget	\$ 22,115,382		\$ 4,729,709	\$ 26,845,091
Tuition increase, other changes in fees <sup>2</sup>			3,450,482	3,450,482
Phase-in funding	1,000,000			1,000,000
Reduce contribution rates for ORP and PEORP	(242,545)			(242,545)
Retirement system normal costs	21,918			21,918
Net increase	779,373	-	3,450,482	4,229,855
2012-13 beginning budget	\$ 22,894,755	\$ -	\$ 8,180,191	\$ 31,074,946

<sup>2</sup> Includes tuition of \$22,915 per medical student plus estimates for application fees and interest earnings on tuition and state funds.



# Attachment C

## University of Central Florida

### Auxiliary Enterprises Proposed Operating Budget

	2012-13 Proposed Budget	2011-12 Operating Budget	% Increase (Decrease)	\$ Increase (Decrease)
Housing	\$ 22,859,095	\$ 22,983,137	-1%	\$ (124,042)
Parking Services	18,308,545	19,783,059	-7%	(1,474,514)
Student Health Services	17,403,366	16,629,024	5%	774,342
Business Services	10,619,230	12,649,309	-16%	(2,030,079)
Computer Store, Telecommunications	37,783,503	36,365,700	4%	1,417,803
Academic Support - Colleges	10,526,101	12,660,464	-17%	(2,134,363)
Academic Support - Other	15,731,545	16,571,181	-5%	(839,636)
Continuing Education, EMBA	10,834,900	8,691,520	25%	2,143,380
Material and Supply, Equipment Fees	5,316,610	4,951,966	7%	364,644
Other Auxiliaries <sup>1</sup>	25,601,104	20,816,504	23%	4,784,600
<b>Total Auxiliary Enterprises</b>	<b>\$ 174,983,999</b>	<b>\$ 172,101,864</b>	<b>2%</b>	<b>\$ 2,882,135</b>

<sup>1</sup> The Other Auxiliaries budget includes auxiliaries in administrative areas, such as Human Resources, Police, and Environmental Health and Safety. This budget also includes a reserve for the auxiliaries. The increase is primarily attributed to budgets established to address the legislative budget shortfall.

### Auxiliary Enterprises Expenditures vs. Budget

	Expenditures as of March 31, 2012	2011-12 Operating Budget	Percent Spent
Housing	\$ 16,292,674	\$ 22,983,137	70.9%
Parking Services	10,880,444	19,783,059	55.0%
Student Health Services	10,145,668	16,629,024	61.0%
Business Services	5,342,504	12,649,309	42.2%
Computer Store, Telecommunications	18,507,039	36,365,700	50.9%
Academic Support - Colleges	3,602,463	12,660,464	28.5%
Academic Support - Other	9,220,997	16,571,181	55.6%
Continuing Education, EMBA	5,949,293	8,691,520	68.4%
Material and Supply, Equipment Fees	3,108,068	4,951,966	62.8%
Other Auxiliaries	7,707,497	20,816,504	37.0%
<b>Total Auxiliary Enterprises</b>	<b>\$ 90,756,647</b>	<b>\$ 172,101,864</b>	<b>52.7%</b>

# Attachment D

## University of Central Florida

### Summary of 2011-12 Expenditures

(as of March 31, 2012 - 75% of year)

#### ***Total Operating Budget Expenditures vs. Budget***

	Expenditures as of March 31, 2012	2011-12 Operating Budget	Percent Spent
Educational & General	\$ 313,831,298	\$ 624,363,437	50.3%
Medical School	14,737,260	35,946,138	41.0%
Auxiliary Enterprises	90,756,647	172,101,864	52.7%
Sponsored Research	108,462,020	152,517,750	71.1%
Student Financial Aid	387,971,358	526,837,052	73.6%
Student Activities	12,528,120	19,919,638	62.9%
Technology Fee	4,842,068	13,000,000	37.2%
Concessions	256,643	420,000	61.1%
<b>Total Operating Budget</b>	<b>\$ 933,385,414</b>	<b>\$1,545,105,879</b>	<b>60.4%</b>

#### ***Educational and General Expenditures by Activity***

	Expenditures as of March 31, 2012	Percent of Total
Instruction, Research and Academic Support	\$ 211,470,211	67.4%
Library	9,337,411	3.0%
Institutional Support	34,831,126	11.1%
Student Services	21,913,099	7.0%
Plant Operation and Maintenance	36,279,451	11.5%
<b>Total Educational and General Expenditures</b>	<b>\$ 313,831,298</b>	<b>100.0%</b>

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Increased Line of Credit for UCFAA Operations

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval to increase the operating line of credit for UCFAA from \$1.2M to \$2.0M.

**BACKGROUND INFORMATION**

UCFAA currently has a \$1.2M line of credit to assist with operational expenses; however, due to the timing of the receipt of different revenues, the current line is not sufficient to allow the organization to meet its obligations when due. It is anticipated that the need for the line of credit will be reduced after the first year of receiving revenues from the Big East conference. The increased revenues will allow the UCFAA to manage operating expenses based on annual revenues to be received.

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**Prepared by:** Brad Stricklin, Senior Associate Athletics Director and CFO for UCFAA

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

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2012-13 Capital Outlay Budget

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

- 1) Approval of the university's 2012-13 capital outlay budget
- 2) Authorization for the president to make necessary adjustments to the 2012-13 capital outlay budget

**BACKGROUND INFORMATION**

Pursuant to 1013.61, Florida Statutes, each university board of trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. Attachment A lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget and authorization for the president to make changes to this budget as necessary during the year.

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Supporting documentation:

2012-13 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

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

## 2012-13 Capital Outlay Budget Projects By Funding Source

**DRAFT**

Projects funded by Public Education Capital Outlay (PECO)		FY 2012-13
Utilities/Infrastructure/Capital Renewal		\$ -
Classroom Building II *		5,924,183
Interdisciplinary Research and Incubator Facility		-
Engineering Building I Renovation		3,620,723
Math and Physics Building Remodeling and Renovation		3,877,895
<b>TOTAL</b>		<b>\$ 13,422,801</b>

Projects funded by donations and the Courtelis Facility Matching Grant Program		Cumulative FY 2012-13	
		Donations	Courtelis
Laboratory Instructional Building		\$ 15,372,777	-
Morgridge International Reading Center		2,068,685	-
Career Services and Experiential Learning		196,728	-
College of Optics and Photonics		69,085	-
Engineering III		2,384,463	-
Psychology Building		86,540	-
John and Martha Hitt Library at the Alumni Center		8,249	-
Physical Sciences Building (E)		1,162	-
Arts Complex II Enhancement (P,C)		500,000	-
Burnett Bio-Medical Science Center (C,E)		2,622,948	-
		23,310,637	-

Maintenance, repair, renovation, and remodeling projects	FY 2012-13
<b>TOTAL</b>	<b>\$ 305,900</b>

Projects constructed or acquired with proceeds from sale of bonds		FY 2012-13
Special Purpose Housing and Parking Garage I		\$ -
Special Purpose Housing II		-
Parking Garage VII		-
Parking decks		-
Graduate housing		-
Refinance UCF Foundation properties		-
Bookstore expansion		8,000,000
Student housing		-
Garage expansion		-
Research Lab, Lake Nona		112,861,603
Classroom and lab building, Lake Nona		-
Life Sciences Incubator, Lake Nona		30,000,000
Facilities Building, Lake Nona		-
Expo Center housing		-
Regional Campuses multi-purpose buildings		-
Partnership Garage		-
		<b>\$ 150,861,603</b>



## 2012-13 Capital Outlay Budget Projects By Funding Source

**DRAFT**

Projects constructed or acquired by a Direct Support Organization (DSO)		FY 2012-13
Special Purpose Housing and Parking Garage I		\$ -
Special Purpose Housing II		-
Parking deck (Athletic Complex)		-
Graduate housing		-
Refinance UCF Foundation properties		-
North East campus property mixed use development		50,000,000
Student housing		-
Research Lab, Lake Nona		112,861,603
Classroom and lab building, Lake Nona		-
Life Sciences Incubator, Lake Nona		30,000,000
Expo Center housing		-
		\$ 192,861,603

### FY 2012-13 Facilities to Operate and Maintain

Requested	Approved
Flexible Residential Test Structures 1 & 2	X
Applications Test Facility	X
Morgridge International Reading Center	
Classroom Building II and ROTC	

\*The \$5,924,183 approved for the Interdisciplinary Research and Incubator Facility has reverted and is appropriated for the 2012-13 fiscal year to the University of Central Florida Classroom Building II.

**University of Central Florida  
Board of Trustees**

**SUBJECT:** University Smoke-free Policy

**DATE:** May 24, 2012

---

**PROPOSED BOARD ACTION**

Approval of University Smoke-free Policy beginning Fall 2012.

**BACKGROUND INFORMATION**

UCF's decision to become a smoke-free campus is a public health initiative. The initiative supports a campus environment that minimizes the harmful effects of second-hand smoke. In addition, the initiative provides resources for current tobacco users and promotes the financial benefits associated with a healthy campus community. Implementation is planned for the first day of the Fall 2012 semester.

The Rosen College of Hospitality Management, the College of Medicine, and various Greek houses are currently smoke-free. This policy represents an expansion of smoke-free environments to all UCF properties.

The policy supports a social-norming approach advocated by the Centers for Disease Control and Prevention. A grant from the Orange County Public Health Department provides the funds needed for extensive marketing and education of the UCF community. The smoke-free campus website [www.ucf.edu/smokefree](http://www.ucf.edu/smokefree) includes a variety of resources including Frequently Asked Questions, cessation programs, and contacts. There has been an extensive review of the proposed policy by UCF faculty members, staff members, and students.

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**Supporting documentation:**

University Smoke-free Policy (Attachment A)

**Prepared by:** Maribeth Ehasz, Vice President for Student Development  
and Enrollment Services

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

<b>SUBJECT:</b> University Smoke-Free Policy	<b>Effective Date:</b> 08/20/12	<b>Policy Number:</b> 3-120
	<b>Supersedes:</b>	<b>Page      Of</b> 1              2
	<b>Responsible Authority:</b> Vice President for Administration and Finance and Chief Financial Officer  Vice President for Student Development and Enrollment Services	

#### APPLICABILITY/ACCOUNTABILITY

This policy applies to all persons and activities on property owned, operated, leased, and/or controlled by the University of Central Florida.

#### POLICY STATEMENT

The University of Central Florida prohibits smoking on all university owned, operated, leased, and/or controlled properties in order to maintain a healthy and safe environment for its faculty, staff, students, and visitors.

#### DEFINITIONS

**Smoking:** Inhaling, exhaling, burning, or carrying any lighted or heated cigar, cigarette, pipe, or other inhalant device in which tobacco, tobacco substitute, or other material is smoked.

**Cigarette and Cigar (Blunt):** A small roll, generally wrapped in paper, of cut tobacco, tobacco substitute, or other leaf content.

**Pipe:** A tube with a small bowl at one end, in which tobacco, tobacco substitute, or other material is smoked.

**Property:** Buildings and structures, grounds, parking structures, walkways, sidewalks, parking lots, and vehicles, as well as personal vehicles in these areas.

#### PROCEDURES

##### **Article I-- Implementation and Support**

1. Effective implementation of this policy depends upon the courtesy and cooperation of all members of the university community, not only to comply with this policy, but also to encourage others to comply with the policy.



2. The university will provide access for faculty members, staff members, and students interested in cessation services, including but not limited to pharmaceutical interventions; individual, group, telephone, and online counseling.

#### **Article II-- Exceptions and Limitations**

1. Tobacco use may be permitted for educational, clinical, or religious ceremonial purposes with prior approval of the provost and executive vice president, vice president for administration and finance and chief financial officer, or designee.
2. Tobacco use may be permitted for controlled research with prior approval of the provost and executive vice president or designee.
3. Smoke, like any other laboratory air contaminant generated, shall be controlled locally in a chemical hood or other exhaust system that provides 100 percent exhaust to the outside.
4. Tobacco use may be permitted at joint-use campus facilities, which are governed by the policies of the joint-use partner.

#### **RELATED INFORMATION**

For additional information related to this policy, frequently asked questions, and cessation resources, visit the Web site <http://www.ucf.edu/smokefree>.

#### **INITIATING AUTHORITY**

Provost and Executive Vice President

<b>POLICY APPROVAL</b>	
<b>(For use by the Office of the President)</b>	
Policy Number: 3-120	
Initiating Authority: 	Date: 4/19/12
Policies and Procedures Review Committee Chair: 	Date: 4-19-12
President or Designee: 	Date: 4/23/12



**Board of Trustees  
University of Central Florida  
Nominating and Governance Committee  
May 24, 2012 8:30 a.m.  
Call-in Number: 800-442-5794  
Passcode: 463796**

**Agenda**

- |  |   |
|--|---|
| <b>I.</b> Opening comments and approval of minutes from<br>November 17, 2011, and March 15, 2012, meetings | Trustee Ray Gilley, Chair<br>Nominating and Governance<br>Committee |
| <b>II.</b> President Sanford C. Shugart Honorary Doctorate<br>NGC-1  | Scott Cole<br>Vice President and General Counsel                    |
| <b>III.</b> Closing comments   | Ray Gilley  |



Minutes  
Board of Trustees  
Nominating and Governance Committee  
University of Central Florida  
Live Oak Center  
November 17, 2011

Trustee Ray Gilley, chair of the Nominating and Governance Committee, called the meeting to order at 9:37 a.m. Trustees Richard Crotty and Marcos Marchena were present.

**MINUTES**

The minutes from the September 28, 2011, meeting were approved as submitted.

**NEW BUSINESS**

Honorary doctorate for James A. Hinson

Scott Cole asked the committee to approve an honorary doctorate in public service for Jim Hinson. His leadership and dedication to the university makes him a worthy candidate. The committee unanimously approved the honorary doctorate for James A. Hinson.

The meeting adjourned at 9:40 a.m.

Minutes  
Board of Trustees  
Nominating and Governance Committee  
University of Central Florida  
Live Oak Center  
March 15, 2012

Trustee Ray Gilley, chair of the Nominating and Governance Committee, called the meeting to order at 9:32 a.m. Trustee Richard Crotty was present and Marcos Marchena participated via telephone.

**NEW BUSINESS**

Resolution for Exclusion of Certain Trustees and Officers of the University of Central Florida from Classified Information

Scott Cole asked the committee to approve the resolution which would exclude Trustees and other officers of the university from having access to high-level classification materials. The Department of Defense requires board members and senior officers to obtain a security clearance in order to perform classified research. However, Department of Defense regulations permit the members of the Board of Trustees and senior officers to be relieved of this obligation if this resolution is approved. The committee unanimously approved the resolution.

The meeting adjourned at 9:40 a.m.

**University of Central Florida  
BOARD OF TRUSTEES  
Nominating and Governance Committee**

**SUBJECT: President Sanford C. Shugart Honorary Doctorate**

**DATE: May 26, 2012**

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**PROPOSED COMMITTEE ACTION**

Approval of a doctorate in Humane Letters for President Sanford C. Shugart.

**BACKGROUND INFORMATION**

President Sanford C. Shugart will be recognized with the degree of Doctor of Humane Letters. President Shugart has been a long-time friend of the university, and he has provided local, regional, and national leadership in higher education and engaged public service.

President Shugart's is a national leader in higher education. Following his appointment as president of Valencia Community College in 2000, he has led the college to national prominence. Valencia is widely known and celebrated for its academic excellence, learning-centered initiatives, high rates of graduation, and outstanding services to business in Florida's Orange and Osceola Counties.

President Shugart and his institution were nationally recognized this past year with receipt of the Aspen Award for Community College Excellence and a \$600,000 award. The Aspen Award recognized Valencia College for its graduation rates, its ranking among the nation's highest in job placement, as well as its role in the development of the most productive transfer program in the country.

President Shugart played a major role in the establishment of the Central Florida Higher Education Consortium, sponsor of DirectConnect to UCF, which has resulted in a highly effective and nationally recognized student transfer program. His continued engagement with DirectConnect is testimony to his dedication to provide access to baccalaureate education and to promote student success.

President Shugart's commitment to professional and community service in the Central Florida community includes membership on the American Council on Education, Commission on Leadership, the Executive Leadership Institute, League for Innovation, Council on Competitiveness, International Chair Academy, Chairman, Florida Council of Presidents, and continuing Visiting Scholar at Oxford University, Wycliffe Hall. He

serves on a number of boards and commissions, including the Central Florida Blood Bank, Metro Orlando Economic Development Commission, Greater Orlando Chamber of Commerce, and the Orlando Regional Healthcare System.

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**Supporting documentation:** Letter of Nomination and Commencements, Convocations, and Recognitions Committee Approval

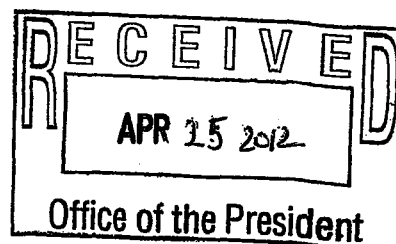
**Prepared by:**            **John Schell, Vice President and Chief of Staff**

**Submitted by:**        **John C. Hitt, President**



Office of the Dean

April 25, 2012



Dr. John C. Hitt  
President  
University of Central Florida  
Orlando, Florida 32816

Dear Dr. Hitt:

The UCF Commencement and Convocations Committee has reviewed the nomination of Dr. Sanford Shugart, President, Valencia College, for an Honorary Doctorate of Humane Letters.

Dr. Shugart's educational leadership at Valencia College and his outstanding record of community service warrant this recognition. During his tenure as President, Valencia College has received national recognition for its programs, learning initiatives, graduation rates, and service to the region. He played a significant role in the sponsorship and establishment of DirectConnect to UCF. The success of DirectConnect in promoting access to baccalaureate education is further evidence of his commitment to higher education in the Central Florida region.

The Commencement and Convocation Committee unanimously approves the request and recommends that Dr. Sanford Shugart be awarded an Honorary Doctorate of Humane Letters.

Respectfully,

A handwritten signature in black ink, appearing to read 'Foard F. Jones'.

Foard F. Jones, Ph.D.  
Chair, Commencement and Convocation Committee

College of Business Administration  
P.O. Box 161991 • Orlando, FL 32816-1991 • (407) 823-2181 • Fax: (407) 823-5741  
[www.bus.ucf.edu](http://www.bus.ucf.edu)

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204390-3



March 23, 2012

Dr. Foard Jones, Chair  
Commencement, Convocation, and Recognition Committee  
College of Business Administration  
P.O. Box 161991  
Orlando, FL 32816

Dear Foard:

I am pleased to nominate President Sanford Shugart for the honorary degree of Doctor of Humane Letters. President Shugart has been a long-time friend of the university, and he has provided local, regional, and national leadership in higher education and engaged public service.

President Shugart's educational leadership is demonstrated through his extensive commitment to higher education. Following his appointment as president of Valencia College in 2000, he has led the college to national prominence. Valencia is widely known and celebrated for its academic excellence, learning-centered initiatives, high rates of graduation, and outstanding services to business in Florida's Orange and Osceola Counties.

Valencia College was nationally recognized this past year for its many achievements and contributions to higher education with receipt of the Aspen Award for Community College Excellence and a \$600,000 award. The Aspen Award recognized Valencia College for its graduation rates, its ranking among the nation's highest in job placement, as well as its role in the development of the most productive transfer program in the country.

President Shugart played a major role in the establishment of the Central Florida Higher Education Consortium, sponsor of DirectConnect to UCF, which has resulted in a highly effective and nationally recognized student transfer program. His continued engagement with DirectConnect and the students served through that program are testimony to his continued commitment to providing access to baccalaureate education and to promoting student success.

President Shugart's commitment to professional and community service in the Central Florida community are recognized as well. His professional service has included membership on the American Council on Education, Commission on Leadership, the Executive Leadership Institute, League for Innovation, Council on Competitiveness, International Chair Academy, Chairman, Florida Council of Presidents, and continuing Visiting Scholar at Oxford University, Wycliffe Hall. He continues to serve on a number of boards and commissions, including the Central Florida Blood Bank, Metro Orlando Economic Development Commission, Greater Orlando Chamber of Commerce, and the Orlando Regional Healthcare System.

It is indeed an honor to nominate President Sanford Shugart for this honorary degree. Please consider recognizing him for his service to UCF and the community by approving him for an honorary doctorate in Humane Letters. His numerous achievements merit this honor and recognition.

Cordially yours,

John C. Hitt  
President



## **Agenda**

**University of Central Florida  
Board of Trustees  
Advancement Committee**  
Thursday, May 24, 2012  
8:45 – 9:30 a.m.  
*Live Oak Room*

- |             |  |  |
|-------------|--|--|
| <b>I.</b>   | Approval of March 15, 2012, minutes  | Rich Crotty, Chair<br>Advancement Committee  |
| <b>II.</b>  | Alumni, Development, and Foundation update <ul style="list-style-type: none"><li>▪ Campaign update</li></ul> | Robert Holmes, Vice President for<br>Alumni Relations and Development                  |
| <b>III.</b> | University and Government Relations update   | Dan Holsenbeck, Vice President<br>for University Relations                             |
| <b>IV.</b>  | Strategy, Marketing, Communications, and<br>Admissions update  | Al Harms, Vice President for<br>Strategy, Marketing, Communications,<br>and Admissions |

## **MINUTES**

### **BOARD OF TRUSTEES University of Central Florida Advancement Committee Meeting Live Oak Room Thursday, March 15, 2012 9:45 – 10:45 a.m.**

Committee members: The Honorable Rich Crotty, Chair  
The Honorable Alan Florez, Vice Chair      The Honorable Michael Grindstaff  
The Honorable Olga Calvet      The Honorable Matt McCann

Others in attendance: President John C. Hitt      Vice President Robert Holmes, Jr.  
Vice President Alfred Harms      Vice President Daniel Holsenbeck

Chair Rich Crotty called the meeting to order at 9:40 a.m. and confirmed a quorum.

#### **Minutes**

The minutes from the January 26, 2012, meeting were approved.

#### **Authorizing the University of Central Florida to Name the John C. Hitt Library – (ADVC-1)**

Dan Holsenbeck, Vice President for University Relations, proposed to the committee on behalf of the university vice presidents that the university library be named the John C. Hitt Library in recognition of twenty years of service to UCF by President Hitt.

A motion was made and unanimously approved to name the library the John C. Hitt Library upon approval by the full board and the State of Florida Board of Governors.

#### **University and Government Relations Update**

Dan Holsenbeck, Vice President for University Relations, presented a summary of legislative issues. In his presentation he noted that the Senate did not confirm the Board of Governors' nominees for the universities' boards of trustees.

#### **Alumni, Development, and Foundation Update**

Robert Holmes, Vice President for Development and Alumni Relations, commented on the status of the comprehensive campaign. Holmes reported that the campaign, starting as of July 1, 2011, will have a goal of \$500 million over the course of seven years with the following sub-goals:

- \$100 million in annual support
- \$300 million in major gifts
- \$100 million in planned gifts

Holmes reported that a campaign cabinet will be enlisted to provide leadership and to identify, cultivate, and solicit top prospects for campaign-gift commitments.

Holmes reported that, to assist in communicating with our alumni, the Foundation in partnership with University Marketing presented a recommendation to the president to increase the circulation of *Pegasus Magazine* to 175,000 and publish three issues a year. The magazine will have a mix of university-related articles along with the traditional alumni presence. At this time, no advertising is planned.

Holmes reported on the “I Believe” faculty and staff campaign kickoff, and he noted that the campaign will end in April.

### **Strategy, Marketing, Communications, and Admissions Update**

Al Harms, Vice President for Strategy, Marketing, Communications, and Admissions, reported that fall 2012 admissions are on track except for the out-of-state scholar program. Harms reported that the need for financial aid for our students continues to grow.

Harms reported that WUCF TV is conducting an on-air fundraising campaign that concludes this weekend. The campaign hopes to meet or slightly exceed the first-year goals.

Harms reported that planning continues for the university’s 50<sup>th</sup> anniversary, and noted that Terry Helms will lead the effort.

Harms commented that *U.S. News & World Report* published a report on the best graduate schools in the country. Over 1,200 schools were evaluated. UCF has 20 programs in the top 100 list and four programs in the top 25 list.

Chair Crotty adjourned the meeting at 10:15 am.

Respectfully submitted,

Robert J. Holmes, Jr.  
CEO, UCF Foundation,  
Vice President for Alumni  
Relations and Development

Daniel C. Holsenbeck  
Vice President for  
University Relations

Alfred G. Harms, Jr.  
Vice President for Strategy,  
Marketing, Communications  
and Admissions

/eic





**Board of Trustees  
University of Central Florida  
Educational Programs Committee  
May 24, 2012, 9:30 a.m. – 11:00 a.m.  
Live Oak Center**

**Conference call-in phone #800-442-5794, passcode 463796  
Agenda**

**I. Minutes**

**Ida Cook, Chair**

**II. New business**

- Equity Accountability Program (approval) (EPC-1)
- 2011 Tenure Recommendations (approval) (EPC-2)
- Provost's update

**Tony Waldrop, Provost and  
Executive Vice President**

**Tony Waldrop**

**Tony Waldrop**

**Joint Session:** The Finance and Facilities Committee will join the Educational Programs Committee. (9:45 – 11:00 a.m.)

- UCF 2012-13 Work Plan  
(approval) (EPC-3)
- Tuition Differential (information only)

**Tony Waldrop  
M. Paige Borden, Assistant Vice  
President for Institutional Knowledge  
Management**

**Tony Waldrop  
William F. Merck II  
Vice President for Administration and  
Finance and Chief Financial Officer  
M. Paige Borden**

**III. Committee adjournment – 11:00 a.m.**

**Minutes  
Educational Programs Committee**

**University of Central Florida**

**Board of Trustees**

**March 15, 2012**

**10:30 – 11:45 a.m.**

**Live Oak Center**

**Conference call-in phone #800-442-5794, passcode 463796**

The Honorable Ida Cook called the meeting to order at 9:50 a.m. Present was Trustee Richard T. Crotty. Trustees Robert A. Garvy and Ray Gilley participated by telephone. Also attending were Chair Michael J. Grindstaff and committee liaison Provost and Executive Vice President Tony Waldrop.

The minutes from the January 26, 2012, meeting were approved as written.

**NEW BUSINESS**

Tony Waldrop, Provost and Executive Vice President, introduced Paul Jarley, who recently accepted the position of Dean for the College of Business Administration beginning July 1, 2012. Dr. Jarley comes to UCF from the University of Nevada, Las Vegas, where he is currently dean for the Lee Business School.

**Conferral of Degrees.** Waldrop requested approval for the Spring 2012 conferral of degrees. A motion to recommend the conferral of degrees was approved.

**2014-15 Academic Calendar.** Maribeth Ehasz, Vice President for Student Development and Enrollment Services, and DeLaine Priest, Associate Vice President for SDES, presented the 2014-15 academic calendar for approval. The calendar meets the minimum requirement of classroom instruction days per state regulations; and it was reviewed and approved by the UCF Academic Calendar Committee, regional community college partners, and the provost. A motion to approve the 2014-15 Academic Calendar was unanimously approved.

**New Degree Program.** Ross Hinkle, Interim Vice Provost and Dean for the College of Graduate Studies, described the hospitality management Ph.D. degree program. A motion to recommend this new degree program to the Board of Trustees was approved. It is anticipated that the request to approve the doctoral degree in hospitality management program will be on the June 2012 Board of Governors' meeting agenda.

Waldrop thanked Drs. Diane Chase and Tace Crouse for their hard work completing the SACS Fifth-Year Interim Accreditation Report.

**Provost's Update.** Waldrop announced that the process for evaluating 61 dossiers for faculty tenure and promotion is underway and should be completed within the week.

Waldrop also noted that the budget is of concern and that much time is being spent on budget matters.

Trustee Cook adjourned the meeting at 11:15 a.m.

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Equity Accountability Program

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval of Florida Equity Reports 2012.

**BACKGROUND INFORMATION**

Florida Board of Governors regulation 2.003 (5a-e) (7), Equity and Access, requires the following:

(5) Reporting and Monitoring. Each university shall prepare an annual Florida Equity Report in accordance with this regulation and reporting guidelines established by the Board of Governors Office.

- (a) At a minimum, the university's equity report must include information on the institution's progress in implementing strategic initiatives and performance related to equity and access as they pertain to academic services, programs, and student enrollment; equity in athletics; and employment.
- (b) Each university's equity report shall assess sex equity in athletics, as well as representation by race and sex in student enrollment, senior-level administrative positions and by faculty rank and/or tenure status.
  - 1. Annual goals shall be developed and included in the equity report to address each area of underutilization. For each year in which prior year goals were not achieved, each university shall provide a narrative explanation and a plan for achievement of equity.
- (c) each equity report shall include a web citation of the university's non-discrimination policy adopted by its university board of trustees.
- (d) Such reports are to be submitted to the Board of Governors Office by July 1 of each year pursuant to the requirements of this regulation and guidelines distributed by the Board Office for each reporting period.
- (e) Each university board of trustees or designee shall approve the annual Florida Equity Report for its institution prior to submission to the Board of Governors Office....

...

(7) Each university shall develop a budget plan to support attainment of the university's goals as outlined in its equity plan in accordance with state and federal law.

The Office of Equal Opportunity and Affirmative Action Programs will report on progress towards improving diversity during 2010-11 and steps taken to achieve 2011-12 employment goals.

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**Supporting documentation:** Florida Equity Reports 2012: Executive Summary, Enrollment, Gender Equity in Athletics, and Employment; and Equity Accountability Program Budget Incentive Plan memorandum with Provost's Diversity Enhancement Policy attachment

**Prepared by:** Janet Balanoff, Director, Equal Opportunity and Affirmative Action Programs

**Submitted by:** Tony Waldrop, Provost and Executive Vice President

**University of Central Florida**  
**Executive Summary: Florida Equity Reports 2012**  
**Enrollment, Gender Equity in Athletics, and Employment**  
**Prepared by UCF Equal Opportunity and Affirmative Action Programs**

The Florida Equity Reports are prepared annually to fulfill numerous state-level requirements. These requirements include the Florida Educational Equity Act and the Florida Board of Governors' Equity Regulation. The reports indicate the effectiveness of selected programs fostering equity in enrollment, athletics, and employment.

### **Enrollment and Graduation**

UCF Equal Opportunity and Affirmative Action (EO and AA) analyzed six indicators of equity in four protected classes. This assessment uses *annual maintenance or increase in African-American, Hispanic, Asian, and female enrollment levels* as the indicator of achievement. EO and AA accepts representation of at least 80 percent of the expected level, in recognition of annual fluctuations in representation.

<b>Table 1: Achievement of Equity in Enrollment and Graduation</b>				
<b>Indicator</b>	<b>African-American</b>	<b>Hispanic</b>	<b>Asian</b>	<b>Female</b>
retention of full-time FTICs after one year	☑	☑	☑	☑
graduation, full-time FTICs after six years	☑	☑	☑	☑
bachelor's degrees awarded, previous AY	☑	☑	☑	☑
master's degrees awarded, previous AY	☑	☑	☑	☑
doctoral degrees awarded, research scholarship, previous AY	☑	☑	☑	☑
doctoral degrees awarded, professional practice, previous AY	☑	☑	☑	☑

Additional sections in the full narrative report describe the broad range of programs and services for protected-class students. EO and AA review of the services indicated no areas in which these protected-class students have expressed a need for enhanced services or filed discrimination grievances regarding the administration of services. While program enhancement is a continuous process, there are no specific program-related entries in the *Areas of Improvement* section of the report.

**Goal for 2011-12: Maintain parity or increase protected-class degree achievement at all levels.** The university increased protected class retention and degree achievement in 23 of 24 assessment categories.

**Goals for 2013:** Maintain parity or increase protected-class retention and degree achievement at all levels.

## Gender Equity in Athletics

This section involves a review of 11 elements of gender equity, including comparisons of facilities, training, coaching, competition levels and frequency, and equivalencies in practice times. The report identified one item as an *Area for Improvement* for 2012-13.

**Goal for 2011-12: Address the slight decline in the proportion of female athletes participating in one or more sports.** Athletics met this goal. The proportion is now 52.7 percent female, which is within the acceptable range of three percentage points under the female undergraduate enrollment of 54 percent.

**Goal for 2012-13:** Address the decline in females' participation in athletics. UCF Athletics specified strategies including roster management in its complete Florida Equity Report response. UCF Athletics plans an external review of gender equity issues in 2012-13.

## Employment

UCF EO and AA analyzed four indicators of equity at two review points for four protected classes. EO and AA defines positive indicators of equity as maintenance or annual increases in protected-class employment (African-American, Hispanic, Asian, and female). Acceptable representation includes at least 80 percent of the expected level. The definitions used within the categories below include full-time faculty members and administrators on regular and visiting appointments.

**Table 2: Achievement of Equity in Employment**

Indicators		African-American	Hispanic	Asian	Female
tenured faculty	one-year		☑	☑	☑
	five-year	☑	☑	☑	☑
tenure-track faculty	one-year	☑	☑		☑
	five-year		☑	☑	☑
non-tenure-track faculty	one-year		☑	☑	☑
	five-year	☑	☑	☑	☑
executive, administrative, managerial employees	one-year	☑	☑	☑	☑
	five-year	☑	☑	☑	☑

**Goal for 2011:** none needed.

**Goal for 2012:** Address the declines in African-American faculty members (tenured and non-tenure-earning) and tenure-earning Asian faculty members; monitor the five-year retention rate for tenure-earning African-American faculty members.

The *Areas for Improvement* section reviewed by the UCF Board of Trustees in May 2011 indicate zero *Areas for Improvement* requiring corrective measures. This compares with four in May 2010, four in May 2009, and seven in May 2008.



University of Central Florida  
Office of Academic Affairs

## PROVOST'S DIVERSITY ENHANCEMENT PROGRAM

The Office of Academic Affairs will provide funding to hire tenured or tenure-track faculty members, as well as university librarians. The goal of this program is to increase diversity at UCF and to attract underrepresented faculty members in certain academic disciplines.

**Procedure:** Each diversity enhancement line is funded for three years to cover a salary up to \$70,000. At the end of the initial three-year period, responsibility for funding a position must be assumed by the unit involved. The number of positions provided in a given year is 10, with a maximum of 30 for a three-year period. The distribution of these positions among eligible units is made by the provost and executive vice president based on requests for funding received by March 1 for the following year.

To assist with this program, the Equal Opportunity and Affirmative Action Office will prepare a utilization analysis, using standard accepted techniques. The faculty representation in each discipline at a senior or tenured, and non-tenured levels will be compared with appropriate national availability factors. Disciplines with documented underrepresentation of protected classes will be identified as disciplines meriting special attention for corrective action under the program. Other disciplines may be recognized as eligible for a diversity enhancement line based on individual circumstances. In particular, while university library faculty members do not hold tenure-earning positions, they work closely with students and other faculty members and thus are integral to the educational process.

Hires that address documented underrepresentation are exempt from posting in the UCF position vacancies system. National advertising may be effectively replaced by systematic, personal contact with colleagues or other search techniques. In some cases, national advertising for a particular position will produce candidates who may not be selected for that vacancy, but who may enhance the department through selection on a diversity enhancement line.

**Criteria for hires:** Eligible applicants are U.S. citizens or permanent residents who seek a tenured or tenure-track faculty appointment in an academic discipline or a faculty appointment in the UCF Library and address a defined area of underrepresentation.

All faculty members hired under this program will have strong credentials and meet criteria for promotion and tenure on the normal schedule for faculty advancement. Thus, appropriate faculty review procedures must be followed during the appointment process. Final approval for hire will rest with the provost and executive vice president based upon all factors mentioned above.

**Authority:** Board of Governors regulation 2.003 Equity and Access



University of Central Florida  
Provost's Diversity Enhancement Program  
Request for Consideration of Prospective Faculty Member  
Guidelines and Form

**General Guidelines**

The Provost and Executive Vice President for Academic Affairs supports effective strategies to increase faculty diversity at the University of Central Florida. The Provost's Diversity Enhancement Program encourages colleges and the university library to seek scholars and librarians whose credentials enhance the department and who add diversity as well.

Completion and submission of the Provost's Diversity Enhancement Program's Request for Consideration of Prospective Faculty Member form is the first step of the established process for colleges or areas to seek authorization from the provost to engage in detailed consideration of candidates for Diversity Enhancement Program positions. The screening process may include reference checking, phone interviews, and/or campus interviews, as examples. Campus interviews will include meeting with the provost.

Final authorization to extend an offer of employment to the selected candidate via this program will occur after the provost has reviewed the candidate's credentials curriculum vitae and three documented external telephone reference checks (one of which, can be a reference letter) and interviewed the candidate. Once the provost has approved the candidate, an employment agreement may be requested from academic affairs in accordance with the university's faculty hiring process (please refer to the Faculty Hiring Guide on the provost's office Web site for more information in this regard).

Approved Diversity Enhancement Program hires are exempt for the university's posting process. However, as with any other faculty hires, a hiring package must still be submitted to Equal Opportunity/Affirmative Action (EO/AA) in accordance with the established faculty hiring process. Again, please refer to the Faculty Hiring Guide for further information.

Finally, note that a three-year and six-year progress update must be submitted to the provost for all program participants. Please contact the Office of Academic Affairs for more information in this regard.

**Form**

Section I: Completed by the College or Area

Complete the chart of current department faculty representation: full-time, regular tenured and tenure-earning faculty. Include tenured or tenure-earning faculty currently serving in administrative roles (chair, assistant dean, dean). Exclude all non-tenure earning regular, visiting, and multi-year faculty. Describe any special circumstances (a faculty member who lends diversity might be retiring before the department hires the proposed candidate, for instance).

Transmit this form with Section I completed, along with the candidate's curriculum vitae to EO and AA via email at [eeo@ucf.edu](mailto:eeo@ucf.edu). No original signatures are required since the form is submitted electronically and the email transmittal will serve as official authorization. Note that the email must be submitted by each college or area dean's or vice president's office.

If available at this time, please also attach three telephone reference checks, documented on EO and AA's Telephone Reference Check form. Note that a current letter of recommendation (no more than one year old) may be used in place of one of the required telephone reference checks. *Although not required with the form, these documented references will be required for all program hires for review by the provost at the interview stage as well as by EO and AA at the time of hire, consistent with the Faculty Hiring Guide.*

#### Section II: Completed by EO and AA

EO and AA will determine the representation of the department or unit and compare it with defined availability standards consistent with the Affirmative Action Plan. EO and AA will provide comments to the provost.

#### Section III: Completed by the Office of the Provost and Executive Vice President

The provost will approve or deny the request and the form will be returned to the college or area. The Request for Consideration of Prospective Faculty Member form should be printed and included in the hiring package to be submitted to EO and AA, in accordance with the university's Faculty Hiring Guide. This form will also serve as the EO and AA approval for Exemption from Posting, Exemption #7, when approved by the provost. A separate Request for Exemption from Posting form is not required.

Questions regarding the program and approval procedure may be addressed to the Office of Academic Affairs. For information regarding the review of department representation (Section II of the form), please contact EO and AA.

ITEM: EPC-2

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Tenure recommendations

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval of tenure for faculty members whose names are included on the attached list.

**BACKGROUND INFORMATION**

The UCF tenure process requires that faculty members must obtain tenure by the end of their sixth year of employment. The tenure procedure requires review by the department promotion and tenure committee, the department chair, the college promotion and tenure committee, the dean of the college, the university promotion and tenure committee, the provost, and the president. Their recommendations are then submitted to the University of Central Florida Board of Trustees for final approval.

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**Supporting documentation:** 2012 Tenure Recommendations

**Prepared by:** Professor Lyman Brodie, Interim Associate Vice Provost

**Submitted by:** Dr. Tony G. Waldrop, Provost and Executive Vice President

**2012 TENURE NOMINATIONS  
UNIVERSITY OF CENTRAL FLORIDA**

<b>Name</b>	<b>Rank</b>	<b>Department</b>
<b>College of Arts and Humanities</b>		
Lisa Nalbone	Associate Professor	Modern Languages and Literatures
Florin M. Mihai	Associate Professor	Modern Languages and Literatures
Michael Strawser	Associate Professor	Philosophy
Lisa Mills	Associate Professor	Film
<b>College of Business Administration</b>		
C. Keith Harrison	Associate Professor	College of Business Administration Dean's Office
Huifang Mao	Associate Professor	Marketing
<b>College of Education</b>		
Bobby H. Hoffman	Associate Professor	School of Teaching, Learning, and Leadership
Edward M. Kian	Associate Professor	Child, Family, and Community Sciences
Rosa Cintron-Delgado	Associate Professor	Educational and Human Sciences
Haiyan Bai	Associate Professor	Educational and Human Sciences
<b>College of Engineering and Computer Science</b>		
Aman Behal	Associate Professor	Electrical Engineering and Computer Science
Marshall F. Tappen	Associate Professor	Electrical Engineering and Computer Science
Joseph LaViola, Jr.	Associate Professor	Electrical Engineering and Computer Science
Nina Orlovskaya	Associate Professor	Mechanical, Materials, and Aerospace Engineering
Ali P. Gordon	Associate Professor	Mechanical, Materials, and Aerospace Engineering
Kevin R. Mackie	Associate Professor	Civil, Environmental, and Construction Engineering
<b>College of Health and Public Affairs</b>		
Roberto Hugh Potter	Professor	Criminal Justice
<b>Rosen College of Hospitality Management</b>		
Jill Fjelstul	Associate Professor	Tourism, Events, and Attractions
Khaldoon Nusair	Associate Professor	Hospitality Services
David J. Kwun	Associate Professor	Hospitality Services
<b>College of Nursing</b>		
Christopher Blackwell	Associate Professor	College of Nursing

Name	Rank	Department
<b>College of Sciences</b>		
Kimberly Voss	Associate Professor	Nicholson School of Communication
George W. Musambira	Associate Professor	Nicholson School of Communication
Ann Miller	Associate Professor	Nicholson School of Communication
Jonathan Matusitz	Associate Professor	Nicholson School of Communication
John H. Walker	Associate Professor	Anthropology
Kenneth Michael Fedorka	Associate Professor	Biology
William G. R. Crampton	Associate Professor	Biology
Shengli Zou	Associate Professor	Chemistry
Myunghee Kim	Associate Professor	Political Science
Abdelkader Kara	Associate Professor	Physics
James Szalma	Associate Professor	Psychology
Dorin Ervin Dutkay	Associate Professor	Mathematics
Jason Swanson	Associate Professor	Mathematics
<b>Centers and Institutes</b>		
Ming Su	Associate Professor	NanoScience Technology Center

ITEM: EPC-3

**EDUCATIONAL PROGRAMS COMMITTEE**  
*University of Central Florida*

**SUBJECT:** UCF 2012-13 Work Plan

**DATE:** May 24, 2012

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**PROPOSED BOARD ACTION**

Approval of UCF 2012-13 Work Plan.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 states that each board of trustees shall prepare a multi-year work plan for the Florida Board of Governors. The plan will outline the university's top priorities, strategic directions, and specific actions as well as performance expectations and outcomes on institutional and systemwide goals. It is expected that the work plan will reflect the university's distinctive mission and core institutional strengths within the context of State University System's goals and regional or statewide needs.

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**Supporting documentation:** UCF 2012-13 Work Plan (to follow under separate cover)

**Prepared by:** Diane Z. Chase, Executive Vice Provost  
M. Paige Borden, Assistant Vice President for Institutional  
Knowledge Management

**Submitted by:** Tony Waldrop, Provost and Executive Vice President



# UCF

## 2012-13 Work Plan



**University of Central Florida**

*Work Plan Presentation for 2012-13 Board of Governors Review*



## INTRODUCTION

*The State University System of Florida has developed three tools that aid in guiding the System's future.*

- 1) The Board of Governors' new **Strategic Plan 2012-2025** is driven by goals and associated metrics that stake out where the System is headed;*
- 2) The Board's **Annual Accountability Report** provides yearly tracking for how the System is progressing toward its goals;*
- 3) Institutional **Work Plans** connect the two and create an opportunity for greater dialogue relative to how each institution contributes to the System's overall vision.*

*These three documents assist the Board with strategic planning and with setting short-, mid- and long-term goals. They also enhance the System's commitment to accountability and driving improvements in three primary areas of focus: 1) academic quality, 2) operational efficiency; and, 3) return on investment.*

*The Board will use these documents to help advocate for all System institutions and foster even greater coordination with the institutions and their Boards of Trustees.*

*Once a Work Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for potential acceptance of 2012-13 components. Longer-term components will inform future agendas of the Board's Strategic Planning Committee. The Board's acceptance of a work plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component.*



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- a. Fiscal Information (*includes Tuition Differential Fee Request*)
- b. Enrollment Planning
- c. Academic Program Coordination

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## MISSION STATEMENT (What is your purpose?)

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 experience-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.

## VISION STATEMENT (What do you aspire to?)

UCF has embarked on a bold venture to become a new kind of university that provides leadership and service to the Central Florida city-state. While sustaining bedrock capabilities in the future, the university will purposely pursue new strengths by leveraging innovative partnerships, effective interdisciplinarity, and a culture of sustainability highlighted by a steadfast commitment to inclusiveness, excellence, and opportunity for all.

## STATEMENT OF STRATEGY (How will you get there?)

*Given your mission, vision, strengths and available resources, provide a brief description of your market and your strategy for addressing and leading it.*

UCF will pursue our goals by favoring tactics that feature partnerships and interdisciplinary approaches to problems of significance to the university and the Central Florida city-state. We will sustain our abiding commitments to inclusiveness, excellence in all endeavors, and opportunity for all. UCF plans to sustain programs in its areas of historic strength – such as engineering, business, computer sciences, the natural sciences, and teacher education – and have the confidence and nimbleness to exploit strategic opportunities in areas as diverse as medicine, the performing arts, and emerging fields.



## STRENGTHS AND OPPORTUNITIES *(within 3 years)*

*What are your core capabilities, opportunities and challenges for improvement?*

- Opportunities: High student retention, progression, and graduation rates; M.D. program and supporting initiatives, including new bio-related programs; graduate study and research in both traditional and emerging disciplines; 2+2 *DirectConnect* program; university efficiencies in utilities, maintenance, and property management; and ample opportunities for academic community engagement and partnerships.
- Challenges: High student-to-faculty ratio; high transfer population resulting in a greater proportion of high-cost, major-specific course offerings, which are more costly than general education course work; and, significant recurring budget reductions, along with the lack of fiscal stability for planning purposes.

## KEY INITIATIVES & INVESTMENTS *(within 3 years)*

*Describe your top three key initiatives for the next three years that will drive improvement in Academic Quality, Operational Efficiency, and Return on Investment.*

1 – Faculty: Hire additional full-time faculty in areas of specific focus (e.g. STEM, area of strategic programmatic emphasis, and emerging fields).

Hiring full-time faculty enhances the undergraduate and graduate academic experience by ensuring the availability of course offerings to meet overall enrollment growth, decreasing class size, increasing student retention and graduation, supporting undergraduate and graduate research, and stabilizing UCF's student to faculty ratio. An emphasis on hiring tenure and tenure-track faculty addresses the overall mix of faculty and recent reliance on non-tenure-track faculty, while boosting our growing research promise and potential economic impact.

2 – Research and Graduate Activity: Increase graduate degree program breadth, interdisciplinarity, and quality, while enhancing the volume and impact of UCF research.

Increasing graduate activity supports the emerging preeminence of UCF's graduate enterprise as indicated by the most recent 2013 Best Graduate Schools' rankings from *U.S. News & World Report*, including 20 UCF programs listed in the top 100 with 7 ranked in the top 50. To ensure the continued growth and quality, UCF plans to develop programs across a broader range of disciplines focusing on interdisciplinary programs and research. Increasing graduate activity also furthers the volume and economic impact of UCF research, building upon the \$1.1 billion in external research grants received in the last decade.

3 – College of Medicine: Continue development of the necessary infrastructure to ensure the success of the College of Medicine M.D. program.

The College of Medicine and its Lake Nona and Central Florida partners are building a medical city, forming partnerships to improve the quality of healthcare in the city-state, and creating an economic engine with a projected multi-billion dollar economic impact for the region. Development of the infrastructure requires continued hiring of medical faculty members and essential staff members, achievement of full accreditation, continued implementation of the College of Medicine Faculty Practice, initiating the development of new graduate medical education programs in Central Florida, and expansion of biomedical and clinical research.



## KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators, from its 2012-2025 System Strategic Plan and from accountability metrics identified by the Florida Legislature. The Key Performance Indicators emphasize three primary areas of focus: **Academic Quality, Operational Efficiency, and Return on Investment**. The indicators address common goals across all universities while also providing flexibility to address institution-specific goals from a list of metrics in the 2012-2025 System Strategic Plan.

The Goals Specific to Research Universities apply only to those universities classified by the Carnegie Foundation for the Advancement of Teaching as being a 'Research University'<sup>1</sup>, which includes Florida A&M University (by university request), Florida Atlantic University, Florida International University, Florida State University, University of Central Florida, University of Florida, and the University of South Florida.

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<sup>1</sup> The Carnegie Foundation for the Advancement of Teaching has developed a well-respected system of categorizing postsecondary institutions that includes consideration of each doctorate-granting university's research activities – for more information see [link](#).





## KEY PERFORMANCE INDICATORS

### Goals Common to All Universities

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
<b>Academic Quality</b>					
<b>National Ranking for University and Programs</b>					
UCF plans to improve graduate and overall rankings by hiring additional faculty members in select areas to enhance graduate program quality, student selectivity, research volume and impact.					
Avg. SAT Score	1% <sup>1</sup>	1736	1750	1752	1756
Avg. High School GPA (on 4.0 scale)	6%	3.72	3.78	3.80	3.82
Professional/Licensure Exam First-time Pass Rates <sup>2</sup>					
Exams Above National/State Benchmark	n/a	2	2	2	3
Exams Below National/State Benchmark	n/a	0	0	0	0
Percent of Undergraduate Seniors Participating in a Research Course	n/a	A system-wide definition will be determined during the Summer of 2012.			
<b>SUBTOTAL OF IMPROVING METRICS</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Operational Efficiency</b>					
Freshman Retention Rate	5%	87%	88%	88%	89%
FTIC Graduation Rates					
In 4 years (or less)	3%	35%	36%	36%	37%
In 6 years (or less)	5%	62%	63%	64%	65%
AA Transfer Graduation Rates					
In 2 years (or less)	-7%	28%	28%	29%	29%
In 4 years (or less)	-1%	67%	67%	68%	68%
Percent of Bachelor's Degrees Without Excess Hours	n/a	Board staff is currently updating the methodology for this metric.			
<b>SUBTOTAL OF IMPROVING METRICS</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Return on Investment</b>					
Bachelor's Degrees Awarded	32%	10,646	11,400	12,200	13,500
Percent of Bachelor's Degrees in STEM	0%	16%	17%	17%	18%
Graduate Degrees Awarded	25%	2,538	2,625	2,700	2,780
Percent of Graduate Degrees in STEM	8%	27%	28%	28%	28%
Percent of Baccalaureate Graduates Employed in Florida	-12%	65% <sup>3</sup>	65%	66%	68%
Percent of Baccalaureate Graduates Continuing their Education (in FL)	1%	18% <sup>3</sup>	18%	19%	19%
Annual Gifts Received (\$M)	-37%	\$ 19.7	\$ 16.5	\$ 21.5	\$ 34.5
Endowment (\$M)	30%	\$ 125.7	\$ 130.0	\$ 136.0	\$ 145.0
<b>SUBTOTAL OF IMPROVING METRICS</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL OF IMPROVING METRICS</b>	<b>11</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>

Notes: (1) SAT trends are based on 3 year average, (2) Professional licensure pass rates are based on the 2010-11 Annual Accountability Report with data that spans multiple time periods, (3) Percent of graduates employed and continuing their education is based on 2009-10 data from FETPIP.



## KEY PERFORMANCE INDICATORS

### Goals Specific to Research Universities

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Academic Quality					
Faculty Awards	-20%	4	5	8	12
National Academy Members	n/a	1 <sup>1</sup>	1	1	2
Number of Post-Doctoral Appointees	n/a	58	65	68	75
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures <i>(based on 8 broad discipline areas, and includes private universities)</i>	n/a	4 <sup>1</sup>	4	4	5
SUBTOTAL OF IMPROVING METRICS	0		4	4	4
Operational Efficiency					
To Be Determined		The Board of Governors will work with Universities to develop metrics associated with Operational Efficiencies.			
Return on Investment					
Total Research Expenditures (\$M) <i>(includes non-Science &amp; Engineering disciplines)</i>	-11%	\$ 109.2	\$ 125.0	\$ 127.5	\$ 132.5
Science & Engineering Research Expenditures (\$M)	-10%	\$ 97.3	\$ 110.0	\$ 112.5	\$ 117.5
Percent of Research Expenditures funded from External Sources	16%	84%	85%	86%	87%
Patents Issued	162%	76	80	85	90
Licenses/Options Executed	133%	14	10	12	15
Licensing Income Received (\$M)	150%	\$ 0.5	\$ 0.6	\$ 0.8	\$ 0.8
Number of Start-up Companies	0%	2	2	3	4
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences	-11%	\$ 95.1	\$ 107.5	\$ 107.5	\$ 107.5
National Rank is Higher than Predicted by the Financial Resources Ranking <i>(based on U.S. News &amp; World Report)</i>	n/a	NR-FR 177-265	n/a	n/a	n/a
Research Doctoral Degrees Awarded	38%	245	238	245	255
Professional Doctoral Degrees Awarded	n/a	40	36	110	122
SUBTOTAL OF IMPROVING METRICS	6		8	10	10
TOTAL OF IMPROVING METRICS	6		12	14	14

Notes: (1) the most recent faculty Awards data is based on 2009-10 data.



## KEY PERFORMANCE INDICATORS

### Institution Specific Goals

Each university will select three metric goals from the following list of metrics included in the 2012-2025 System Strategic Plan:

Freshman in Top 10% of Graduating High School Class	Bachelor's Degrees in Areas of Strategic Emphasis
Percentage of Eligible Programs with Specialized Accreditation	Graduate Degrees in Areas of Strategic Emphasis
Average Time to Degree for FTICs	Number of Faculty Designated a Highly Cited Scholar
Bachelor's Degrees Awarded to Minorities	Seek and/or Maintain Carnegie's Community Engagement Classification (narrative goal)
Number of Adult (age 25+) Undergraduates Enrolled	Percentage of Students Participating in Identified Community and Business Engagement Activities
Percent of Course Sections Offered via Distance and Blended Learning	Enrollment in Professional Training and Continuing Education Courses

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL	2011-12 ESTIMATES	2012-13 GOALS	3 YEAR GOALS (2014-15)
Bachelor's Degrees in Areas of Strategic Emphasis	31%	3,406	3,640	3,850	4,200
Graduate Degrees in Areas of Strategic Emphasis	29%	1,252	1,290	1,825	1,860
Bachelor's Degrees Awarded to Minorities	64%	2,543	2,850	3,050	3,510

To further distinguish the university's distinctive mission, the university may choose to provide two additional narrative and metric goals that are based on the university's own strategic plan.

**Goal 1.** College of Medicine: Continue development of the necessary infrastructure to ensure success of the College of Medicine M.D. program. As the inaugural M.D. class enters its fourth and final year, UCF looks to achieve several critical milestones: full accreditation from the Liaison Committee on Medical Education in 2013, graduation and residency placement of the inaugural class in 2013, expansion of the COM Faculty Practice to cover all non-faculty costs in 2014-15; a fully-enrolled education program with 480 students in 2016, creation of a Graduate Medical Education Program (residency and/or fellowship programs), and creation of collaborative research and graduate programs with other units and colleges of the university and medical city partners.

LCME Accreditation, M.D. Enrollment (GME Application Progress)	n/a	Preliminary, 100 (n/a)	Provisional, 180 (n/a)	Achieve Full, 280 (apply)	Full, 420 (approved)
UCF Health Faculty Practice (percent of non-faculty costs covered by practice revenue)	n/a	0%	25%	50%	100%

**Goal 2.** Be America's leading partnership university. The UCF business incubation program supports the Central Florida economy by providing early-stage companies with tools, training, and infrastructure needed to create financially stable high growth and impact enterprises. In the past decade, the program has helped emerging companies create over \$500 million in annual revenue and more than 1,600 new jobs with an average salary of \$59,000.

Total Jobs Created by Incubator Companies	138%	1,575	1,700	1,850	2,000
Total Companies Graduated by Incubators	100%	66	72	80	90



## OPERATIONS



## FISCAL INFORMATION

### University Revenues *(in Millions of Dollars)*

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Appropriations
<b>Education &amp; General – Main Operations</b>						
State Funds	\$ 286.5	\$ 268.8	\$ 249.9	\$ 258.2	\$ 223.4	\$168.4
Tuition	\$ 118.3	\$ 137.2	\$ 159.0	\$ 184.6	\$ 206.4	n/a
<b>TOTAL MAIN OPERATIONS</b>	<b>\$ 410.3</b>	<b>\$ 414.9</b>	<b>\$ 417.0</b>	<b>\$450.7</b>	<b>\$ 444.6</b>	<b>n/a</b>
<b>Education &amp; General – Health-Science Center / Medical Schools</b>						
State Funds	\$ 4.5	\$ 8.8	\$ 19.0	\$ 21.4	\$ 22.2	\$ 23.0
Tuition	\$ 0	\$ 0	\$ 0.8	\$ 2.4	\$ 4.6	n/a
<b>TOTAL HSC</b>	<b>\$ 4.5</b>	<b>\$ 8.8</b>	<b>\$ 20.0</b>	<b>\$ 24.5</b>	<b>\$ 26.9</b>	<b>n/a</b>
<b>Education &amp; General – Institute of Food &amp; Agricultural Sciences (IFAS)</b>						
State Funds	n/a	n/a	n/a	n/a	n/a	n/a
Tuition	n/a	n/a	n/a	n/a	n/a	n/a
<b>TOTAL IFAS</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>EDUCATION &amp; GENERAL TOTAL REVENUES</b>	<b>\$ 414.9</b>	<b>\$ 423.7</b>	<b>\$ 437.0</b>	<b>\$ 475.1</b>	<b>\$ 471.5</b>	<b>n/a</b>

Note: State funds include General Revenue funds, Lottery funds, Federal Stimulus funds, and Phosphate Research funds (for Polytechnic) appropriated by the Florida Legislature (as reported in the Annual Accountability Report). Actual tuition includes base tuition and tuition differential fee revenues for resident and non-resident undergraduate and graduate students net of waivers (as reported in the Annual Accountability Report). Actual tuition revenues are not yet available for the 2012-13 year.

### OTHER BUDGET ENTITIES

#### Auxiliary Enterprises

Resources associated with auxiliary units that are self supporting through fees, payments and charges. Examples include housing, food services, bookstores, parking services, health centers.

Revenues	\$ 117.0	\$ 132.5	\$ 128.0	\$ 136.5	\$ 148.4	n/a
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#### Contracts & Grants

Resources received from federal, state or private sources for the purposes of conducting research and public service activities.

Revenues	\$114.3	\$ 116.2	\$ 107.8	\$ 108.4	\$ 110.0	n/a
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#### Local Funds

Resources associated with student activity (supported by the student activity fee), student financial aid, concessions, intercollegiate athletics, technology fee, green fee, and student life & services fee.

Revenues	\$ 283.2	\$ 328.4	\$ 388.4	\$ 445.6	\$ 493.1	n/a
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#### Faculty Practice Plans

Revenues/receipts are funds generated from faculty practice plan activities.

Revenues	n/a	n/a	\$ 0.0	\$ 0.0	\$ 0.7	n/a
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<b>OTHER BUDGET ENTITY TOTAL REVENUES</b>	<b>\$ 514.5</b>	<b>\$ 577.1</b>	<b>\$ 624.1</b>	<b>\$ 690.6</b>	<b>\$ 752.0</b>	<b>n/a</b>
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<b>UNIVERSITY REVENUES GRAND TOTAL</b>	<b>\$ 929.3</b>	<b>\$ 1,000.8</b>	<b>\$ 1,061.3</b>	<b>\$ 1,165.7</b>	<b>\$ 1,214.0</b>	<b>n/a</b>
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## FISCAL INFORMATION (continued)

### Undergraduate Resident Tuition Summary *(for 30 credit hours)*

	FY 2010-11 ACTUAL	FY 2011-12 ACTUAL	FY 2012-13 REQUEST	FY 2013-14 PLANNED	FY 2014-15 PLANNED
<b>Base Tuition</b>	\$2,870	\$3,100	\$3,100	\$3,100	\$3,100
<b>Tuition Differential Fee</b>	\$476	\$749	\$1,326	\$1,989	\$2,753
<b>Percent Increase</b>	15%	15%	15%	15%	15%
<b>Required Fees<sup>1</sup></b>	\$1,674	\$1,736	\$1,821	\$1,946	\$2,061
<b>TOTAL TUITION AND FEES</b>	<b>\$5,021</b>	<b>\$5,584</b>	<b>\$6,247</b>	<b>\$7,035</b>	<b>\$7,914</b>

Note 1: For more information regarding required fees see list of per credit hour fees and block fees on page 16.

### Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
<b>Percent of Bachelor's Recipients with Debt</b>	45%	46%	46%	49%	51%
<b>Average Amount of Debt</b> <i>for Bachelor's who have graduated with debt</i>	\$19,234	\$20,088	\$20,484	\$19,730	\$19,356
<b>Student Loan Cohort Default Rate</b> (2nd Year)	4.0%	3.3%	4.4%	n/a	n/a
<b>Student Loan Cohort Default Rate</b> (3rd Year)	6.3%	6.1%	7.7%	n/a	n/a

Note: Student Loan cohort default data includes undergraduate and graduate students.

### Cost of Attendance *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
<b>ON-CAMPUS</b>	\$4,518	\$924	\$8,574	\$1,800	\$2,276	<b>\$18,092</b>
<b>AT HOME</b>	\$4,518	\$924	\$4,450	\$1,800	\$2,276	<b>\$13,968</b>

### Estimated Net Cost by Family Income *(for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)*

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVERAGE GIFT AID AMOUNT	AVERAGE LOAN AMOUNT
Below \$40,000	6,424	21%	\$11,552	\$-657	\$5,757	\$6,105
\$40,000-\$59,999	3,137	10%	\$13,200	\$862	\$4,158	\$5,454
\$60,000-\$79,999	2,850	9%	\$14,426	\$1,987	\$3,020	\$5,924
\$80,000-\$99,999	2,600	8%	\$14,829	\$2,326	\$2,671	\$6,132
\$100,000 Above	8,503	28%	\$15,061	\$2,397	\$2,577	\$6,391
Missing	6,892	23%	\$15,374	\$2,658	\$2,126	\$10,228
<b>TOTAL</b>	<b>30,406</b>	<b>100%</b>	<b>AVERAGE</b> <b>\$14,073</b>	<b>\$1,596</b>	<b>\$3,385</b>	<b>\$6,706</b>

Notes: This data only represents Fall and Spring financial aid data, and is accurate as of March 31, 2012. Please note that small changes to Spring 2012 awards are possible before the data is finalized. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Full-time Students** is a headcount based on at least 24 credit hours during Fall and Spring terms. **Average Gift Aid** includes all grants and scholarships from Federal, State, University and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. Gift Aid does not include the parental contribution towards EFC. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- & off- campus) *minus* the average Gift Aid amount. **Net Tuition & Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) *minus* the average Gift Aid amount (see page 16 for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct, and PLUS loans) and all private loans. The bottom-line **Average** represents the average of all full-time undergraduate Florida residents.





## FISCAL INFORMATION (continued)

### TUITION DIFFERENTIAL FEE REQUEST FOR 2012-13

Effective Date	
University Board of Trustees Approval Date:	5/24/2012 (anticipated)
Implementation Date (month/year):	8/2012
Campus or Center Location	
Campus or Center Location to which the Tuition Differential fee will apply (If the entire university, indicate as such):	Entire university.
Undergraduate Course(s)	
Course(s). (If the tuition differential fee applies to all university undergraduate courses, indicate as such. If not, also provide a rationale for the differentiation among courses):	All undergraduate courses.
Current and Proposed Increase in the Tuition Differential Fee	
Current Undergraduate Tuition Differential per credit hour:	\$24.96
Percentage tuition differential fee increase (calculated as a percentage of the sum of base tuition plus tuition differential):	15%
\$ Increase in tuition differential per credit hour:	\$19.24
\$ Increase in tuition differential for 30 credit hours:	\$577.20
Projected Differential Revenue Generated	
Incremental differential fee revenue generated in 2012-13 (projected):	\$19,836,047
Total differential fee revenue generated in 2012-13 (projected):	\$44,057,092
Intended Uses	
Differential tuition revenue is essential to the university to maintain and/or increase undergraduate course offerings, maintain and/or hire faculty members teaching undergraduate courses, and support other activities, initiatives, and services that will directly enhance the overall undergraduate experience and improve student retention and graduation rates.	
Describe the Impact to the Institution if Tuition Differential is Not Approved	
<p>Without differential tuition, the University of Central Florida's ability to continue to provide high-quality access to undergraduate degrees is at risk. During the past five years, UCF's undergraduate student population has increased by 26 percent in response to our commitment to serve the growing needs of our community and provide high-quality undergraduate degrees for Florida residents. During that same period, funding reductions to our E&amp;G base budget have totaled just under \$144 million (a 49 percent reduction to our state-allocated budget).</p> <p>UCF's current student-to-faculty ratio is 31.7 to 1. To maintain the current ratio, UCF needed to add 68 additional full-time faculty members during 2011-12. However, differential tuition funds supported an increase of only 23 full-time faculty members. Differential tuition is essential to help slow the student-to-faculty ratio increase.</p> <p>Furthermore, without additional tuition revenues to maintain vital student support services for our general and at-risk populations, retention and graduation rates will be severely compromised. For instance, without differential tuition, UCF's average undergraduate class size of 51 students will increase.</p> <p>Under normal economic conditions, differential tuition funds available over the past several years would have served to enhance rather than only maintain the quality of undergraduate education and related student-support services for our continuing and new students. However, despite past tuition increases and the careful restructuring of operations and thoughtful planning in response to the economic crisis, available funds are still insufficient to offset past state reductions, let alone address further reductions, rising expenses due to inflation, and UCF's commitment to growth and access.</p> <p>Differential tuition is an essential tool for UCF to continue our commitment to access and to provide a high-quality education to students.</p>	
Request to Modify or Waive Tuition Differential Uses	
(this section is applicable only if HB 7135 is signed by the Governor and the university wishes to request a change to the 70% / 30% intended uses criteria identified in Regulation 7.001(14))	
N/A	



## FISCAL INFORMATION (continued)

### TUITION DIFFERENTIAL SUPPLEMENTAL INFORMATION

Provide the following information for the 2011-12 academic year.

2011-2012 - 70% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)	University Update on Each Initiative
<p><b>1. Department of Writing and Rhetoric: \$1,121,000</b> Continuing support for the Department of Writing and Rhetoric (DWR), whose mission is to coordinate and support a comprehensive vertical writing curriculum at UCF. This program will serve as a flagship vertical writing program and as a national model for how a large public university can act on best practices and research about writing. It will also support a Writing Across the Curriculum program, along with innovative new writing degrees and certificates staffed with full-time composition instructors. We believe this initiative will distinguish UCF regionally and nationally.</p>	<p>The university created a Department of Writing and Rhetoric (DWR) in 2010 to design and support a new writing curriculum while also offering more writing services through the University Writing Center (UWC). Searches for two tenured faculty members were conducted successfully in 2010-11 to direct the UWC and the university's writing across the curriculum (WAC) program. In addition, three tenure-earning faculty, six instructors, two advisors, and an admissions specialist were hired in 2011-12. Searches for one tenure-earning faculty and two instructors were conducted for positions beginning in Fall 2012. Two Faculty Fellows programs for the WAC program were established and attracted two dozen participants from five colleges and one regional campus. In addition, an undergraduate certificate in public and professional writing and a writing minor were implemented in Fall 2011. Currently, there are 46 students in the undergraduate minor.</p>
<p><b>2. Pre-professional Advising Office: \$250,000</b> Continue support for the Office of Pre-Professional Advising (OPPA) that was established to: a) provide guidance and support to students interested in pursuing careers in the health and legal professions; and b) assist pre-professional students in any undergraduate major by offering academic advising, administrative support, and other activities related to preparing for, and applying, to professional schools.</p>	<p>Differential tuition for the Office of Pre-professional Advising supported the following undergraduate student activities and services in 2011-12: a) more than 1,400 students were served through their student professional organizations, b) 1,920 in-office advising consultations occurred with students interested in the legal profession and in 12 health professions, c) more than 1,500 students participated in workshops and presentations sponsored by various UCF and external entities, d) representatives from 26 law and health professional schools addressed students, e) advising consultations were assessed, g) participants engaged in numerous campus-wide advising showcase events; and h) relationships were built with law school and health professional school admissions representatives.</p>
<p><b>3. Undergraduate Education Enhancement Initiatives: \$1,034,133 – Recurring 2009-10 initiative</b> Continue support for the English and math class size initiative to provide more individualized instruction and enhance student success in these general education courses, as well as other subsequent courses, and increase overall retention; and maintain the operating hours of the University Writing Center (UWC) and the Mathematical Assistance and Learning Lab (MALL) and the overall number and quality of</p>	<p>The English Initiative supported updated curriculum, smaller class sizes, and increased use of the University Writing Center (UWC). Differential tuition funds continue to support six instructors affiliated with the English Initiative who taught 1,052 students and participated in the third year of a three-year assessment project to study class-size and teacher-training effects. Funds for the English initiative also allowed additional tutors to be hired in the UWC. These tutors provided 4,935 consultations to help undergraduate students improve their writing skills.</p>



<p>student consultations.</p>	<p>The Math Initiative supported a pilot section of mixed-mode College Trigonometry in Spring 2011 with this section continuing in 2011-12. Beginning in Spring 2013, all sections of College Trigonometry will be offered in the new format. Three sections of the new Calculus I format were offered in Fall 2011. Starting from Spring 2012, all sections of (non-honors) Calculus I were offered in the redesigned mode. Changes for 2011-12 resulted in 79 added sections in the MALL over 2010-11, with a total impact of 7,089 students. Preliminary evidence indicates that the goals that were set by this redesign were met.</p>
<p><b>4. Enhance Academic Advising Support: \$792,000</b> Recurring 2009-10 initiative. Continue support for the academic advising program for First Time in College (FTIC) students, second-year sophomores, and transfer students to enable transition into colleges through dedicated advisors.</p>	<p>Concluding its third year, the Academic Advising Enhancement Program (AAEP) continues to support 18 advisors. These advisors identified at-risk populations and implemented interventions to help students avoid academic probation. Innovations included modification of the transfer orientation to expand advising sessions, along with extensive use of technology to help instructors connect with students via live video chats, web courses, and online presentations. All colleges developed new presentations for transfer orientation that focused on how to address transfer shock, how to build a successful first-semester schedule of courses, and how to access campus resources. In addition, a sophomore-week web course was developed.</p>
<p><b>5. Undergraduate Student Support: \$13,757,598</b> Continue support for colleges to maintain or increase undergraduate course offerings, hire and support faculty members teaching undergraduate courses, and undertake other initiatives that will directly enhance the overall undergraduate experience and improve retention and graduation rates.</p>	<p>Differential tuition funds enabled colleges to hire and maintain faculty members and adjuncts who taught an estimated 127 additional course sections and continued instruction for 1,606 course sections.</p> <p>Other selected examples of funded initiatives include the following: The College of Business Administration Undergraduate Student Services continued several initiatives to assist new and returning students, such as the development of the nationally recognized "COBA Pass" system, which has reduced waiting time for advising while increasing advising options; the creation of a website for CBA orientation sessions, which has streamlined the orientation process; and the development of a system to identify students who are performing below satisfactory and alert them to the need to seek additional advising. CBA has also started work on an undergraduate mentoring system to improve retention rates.</p> <p>The College of Arts and Humanities used the differential tuition to hire and retain over 25 tenure-earning faculty members and non-tenure earning instructors to teach undergraduate courses to more than 4,800 students. These faculty members are addressing the needs of undergraduate education in specific areas such as Spanish, American History, Creative Writing, and Philosophy. Other faculty members were hired for the newly formed School of Visual</p>



	Arts and Design that currently has more than 1,700 undergraduate majors.
<b>Additional Detail, where applicable:</b>	
Total Number of Faculty Hired or Retained (funded by tuition differential):	23 hired, 187 retained
Total Number of Advisors Hired or Retained (funded by tuition differential):	1 hired, 28 retained
Total Number of Course Sections Added or Saved (funded by tuition differential):	127 added, 1,606 retained
<b>2011-2012 - 30% Initiatives (list the initiatives provided in the 2011-12 tuition differential request)</b>	<b>University Update on Each Initiative</b>
Thirty percent of differential tuition funds collected will be used to help reduce the financial debt of those degree-seeking undergraduates who demonstrate financial need as evidenced by the results of the Free Application for Federal Student Aid (FAFSA)	The tuition differential revenue allowed UCF to increase the number of students receiving the award (from 5,610 in 2010-11 to 6,745 in 2011-12, a 20.2 percent increase) and increase the average award (from \$555 in 2010-11 to \$939 in 2011-12, a 69.2 percent increase).
<b>Additional Information (estimates as of April 30, 2012):</b>	
Unduplicated Count of Students Receiving at least one Tuition Differential-Funded Award:	6,745
\$ Mean (per student receiving an award) of Tuition Differential-Funded Awards:	\$939
\$ Minimum (per student receiving an award) of Tuition Differential-Funded Awards:	\$300
\$ Maximum (per student receiving an award) of Tuition Differential-Funded Awards:	\$1,200



**FISCAL INFORMATION (continued)**  
**TUITION DIFFERENTIAL COLLECTIONS, EXPENDITURES,**  
**& AVAILABLE BALANCES - FISCAL YEAR 2011-12 AND 2012-13**

**University Tuition Differential**

Budget Entity: 48900100 (Educational &amp; General)

SF/Fund: 2 164xxx (Student and Other Fees Trust Fund)

	<b>Estimated Actual*</b> <b>2011-12</b> -----	<b>Estimated</b> <b>2012-13</b> -----
<b><u>FTE Positions:</u></b>		
Faculty	209	393
Advisors	29	39
Staff	10	14
Total FTE Positions:	248	446
<b><u>Balance Forward from Prior Periods</u></b>		
Balance Forward	\$ -	\$ -
Less: Prior-Year Encumbrances	-	-
Beginning Balance Available:	\$ -	\$ -
<b><u>Receipts / Revenues</u></b>		
Tuition Differential Collections	\$ 24,221,045	44,057,092
Interest Revenue - Current Year	-	-
Interest Revenue - From Carryforward Balance	-	-
Total Receipts / Revenues:	\$ 24,221,045	\$ 44,057,092
<b><u>Expenditures</u></b>		
Salaries & Benefits	\$ 16,236,532	\$ 29,899,964
Other Personal Services	364,478	544,000
Expenses	298,747	296,000
Operating Capital Outlay	54,974	100,000
Student Financial Assistance	7,266,314	13,217,127
Expended From Carryforward Balance	-	-
**Other Category Expenditures	-	-
Total Expenditures:	\$ 24,221,045	\$ 44,057,092
<b>Ending Balance Available:</b>	<b>\$ 0</b>	<b>\$ 0</b>

\*Since the 2011-12 year has not been completed, provide an estimated actual.

\*\*Provide details for "Other Categories" used.



## FISCAL INFORMATION (continued)

### UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<u>Undergraduate Students</u>	<u>Actual</u>			<u>Projected</u>			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
<b>Tuition:</b>							
Base Tuition - (0% inc. for 2013-14 to 2015-16)	\$88.59	\$95.67	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Tuition Differential (no more than 15%)	8.41	\$15.88	\$24.96	\$44.20	\$66.32	\$91.76	\$121.02
<b>Total Base Tuition &amp; Differential per Credit Hour</b>	<b>\$97.00</b>	<b>\$111.55</b>	<b>\$128.28</b>	<b>\$147.52</b>	<b>\$169.64</b>	<b>\$195.08</b>	<b>\$224.34</b>
% Change		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
<b>Fees (per credit hour):</b>							
Student Financial Aid <sup>1</sup>	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Building/Capital Improvement <sup>2</sup>	\$4.76	\$4.76	\$4.76	\$6.76	\$8.76	\$10.33	\$10.33
Activity & Service	\$10.64	\$10.79	\$10.79	\$10.79	\$11.32	\$11.88	\$12.47
Health	\$8.99	\$9.52	\$9.88	\$10.30	\$10.81	\$11.35	\$11.91
Athletic	\$12.68	\$12.98	\$13.10	\$13.44	\$14.11	\$14.81	\$15.55
Transportation Access	\$7.94	\$8.19	\$9.00	\$9.10	\$9.55	\$10.02	\$10.52
Technology <sup>1</sup>	\$4.42	\$4.78	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Green Fee (USF, NCF, UWF only)							
Student Life & Services Fee (UNF only)							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
<b>Total Fees</b>	<b>\$53.85</b>	<b>\$55.80</b>	<b>\$57.85</b>	<b>\$60.71</b>	<b>\$64.87</b>	<b>\$68.71</b>	<b>\$71.10</b>
<b>Total Tuition and Fees per Credit Hour</b>	<b>\$150.85</b>	<b>\$167.35</b>	<b>\$186.13</b>	<b>\$208.23</b>	<b>\$234.51</b>	<b>\$263.79</b>	<b>\$295.44</b>
% Change		10.9%	11.2%	11.9%	12.6%	12.5%	12.0%
<b>Fees (block per term):</b>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
<b>Total Block Fees per term</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$2,910.00</b>	<b>\$3,346.50</b>	<b>\$3,848.40</b>	<b>\$4,425.60</b>	<b>\$5,089.20</b>	<b>\$5,852.40</b>	<b>\$6,730.20</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$1,615.50</b>	<b>\$1,674.00</b>	<b>\$1,735.50</b>	<b>\$1,821.30</b>	<b>\$1,946.10</b>	<b>\$2,061.30</b>	<b>\$2,133.00</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$4,525.50</b>	<b>\$5,020.50</b>	<b>\$5,583.90</b>	<b>\$6,246.90</b>	<b>\$7,035.30</b>	<b>\$7,913.70</b>	<b>\$8,863.20</b>
\$ Change		\$495.00	\$563.40	\$663.00	\$788.40	\$878.40	\$949.50
% Change		10.9%	11.2%	11.9%	12.6%	12.5%	12.0%
<b>Out-of-State Fees</b>							
Out-of-State Undergraduate Fee	\$491.41	\$491.41	\$491.41	\$511.06	\$531.50	\$552.76	\$574.87
Out-of-State Undergraduate Student Financial Aid <sup>3</sup>	\$24.57	\$24.57	\$24.57	\$25.55	\$26.57	\$27.63	\$28.74
Total per credit hour	\$515.98	\$515.98	\$515.98	\$536.61	\$558.07	\$580.39	\$603.61
% Change		0.0%	0.0%	4.0%	4.0%	4.0%	4.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$2,910.00</b>	<b>\$3,346.50</b>	<b>\$3,848.40</b>	<b>\$4,425.60</b>	<b>\$5,089.20</b>	<b>\$5,852.40</b>	<b>\$6,730.20</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$17,094.90</b>	<b>\$17,153.40</b>	<b>\$17,214.90</b>	<b>\$17,919.60</b>	<b>\$18,688.20</b>	<b>\$19,473.00</b>	<b>\$20,241.30</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$20,004.90</b>	<b>\$20,499.90</b>	<b>\$21,063.30</b>	<b>\$22,345.20</b>	<b>\$23,777.40</b>	<b>\$25,325.40</b>	<b>\$26,971.50</b>
\$ Change		\$495.00	\$563.40	\$1,281.90	\$1,432.20	\$1,548.00	\$1,646.10
% Change		2.5%	2.7%	6.1%	6.4%	6.5%	6.5%
<b>Housing/Dining<sup>4</sup></b>	<b>\$8,538.00</b>	<b>\$8,765.00</b>	<b>\$9,063.00</b>	<b>\$9,276.00</b>	<b>\$9,554.00</b>	<b>\$9,841.00</b>	<b>\$10,136.00</b>
\$ Change	<b>\$0.00</b>	<b>\$227.00</b>	<b>\$298.00</b>	<b>\$213.00</b>	<b>\$278.00</b>	<b>\$287.00</b>	<b>\$295.00</b>
% Change		2.7%	3.4%	2.4%	3.0%	3.0%	3.0%
<sup>1</sup> can be no more than 5% of tuition. <sup>3</sup> can be no more than 5% of tuition and the out-of-state fee.							
<sup>2</sup> capped in statute. <sup>4</sup> combine the most popular housing and dining plans provided to students							





## ENROLLMENT PLANNING

### Planned Growth by Student Type *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11 ACTUAL HEADCOUNT		2012-13 PLANNED HEADCOUNT		2013-14 PLANNED HEADCOUNT		3 YEAR (2014-15) PLANNED HEADCOUNT	
UNDERGRADUATE									
FTIC (Regular Admit)	13%	24,519	52%	23,767	47%	23,873	46%	24,136	45%
FTIC (Profile Admit)	-22%	201	0%	228	0%	225	0%	224	0%
AA Transfers*	61%	17,240	36%	21,161	42%	22,206	42%	23,258	43%
Other Transfers	6%	5,345	12%	5,881	12%	6,126	12%	6,397	12%
Subtotal	26%	47,395	100%	51,037	100%	52,429	100%	54,014	100%
GRADUATE STUDENTS									
Master's	29%	6,131	77%	6,027	76%	6,036	76%	6,083	76%
Research Doctoral	9%	1,644	21%	1,680	21%	1,677	21%	1,697	21%
Professional Doctoral	n/a	156	2%	235	3%	239	3%	237	3%
Subtotal	27%	7,931	100%	7,942	100%	7,952	100%	8,017	100%
NOT-DEGREE SEEKING	-20%	911		859		850		845	
MEDICAL	n/a	100		280		360		420	
TOTAL	25%	56,337		60,118		61,591		63,296	

Note\*: AA transfers refer only to transfers from the Florida College System.

### Planned Growth by Method of Instruction *(for E&G students at all campuses)*

	5 YEAR TREND (2005-06 to 2010-11)	2010-11		2012-13		2013-14		3 YEAR (2014-15)	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
<b>UNDERGRADUATE</b>									
DISTANCE (>80%)	195%	7,686	24%	9,304	27%	10,127	28%	10,927	29%
HYBRID (50%-79%)	91%	1,904	6%	2,201	6%	2,465	7%	2,770	7%
TRADITIONAL (<50%)	4%	22,662	70%	23,404	67%	23,835	65%	24,628	64%
<b>TOTAL</b>	<b>27%</b>	<b>32,251</b>	<b>100%</b>	<b>34,909</b>	<b>100%</b>	<b>36,426</b>	<b>100%</b>	<b>38,325</b>	<b>100%</b>
<b>GRADUATE</b>									
DISTANCE (80%)	123%	1,262	29%	1,238	29%	1,281	30%	1,302	30%
HYBRID (50%-79%)	55%	400	9%	479	11%	516	12%	556	13%
TRADITIONAL (<50%)	-3%	2,652	62%	2,522	60%	2,458	58%	2,434	57%
<b>TOTAL</b>	<b>21%</b>	<b>4,314</b>	<b>100%</b>	<b>4,239</b>	<b>100%</b>	<b>4,255</b>	<b>100%</b>	<b>4,292</b>	<b>100%</b>

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32. **Distance Learning** is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). **Hybrid** is a course where 50% to 79% of the instruction is delivered using some form of technology, when the student and instructor are separated by time or space, or both (per SUDS data element 2052). **Traditional (and Technology Enhanced)** refers to primarily face to face instruction utilizing some form of technology for delivery of supplemental course materials for *no more* than 49% of instruction (per SUDS data element 2052).



## ENROLLMENT PLANNING (continued)

### Statutorily Required Enrollment Plan *(Based on State-Fundable Florida FTE)*

	Funded 2011-12	Estimated 2011-12	Funded 2012-13	Planned 2012-13	Planned 2013-14	3 Year Planned 2014-15	5 Year Planned 2016-17	5-Year Projected Average Annual Growth Rate
<b>Florida Resident</b>								
LOWER DIVISION	10,306	11,555	10,306	11,454	11,609	11,932	12,920	2.3%
UPPER DIVISION	16,000	21,078	16,000	22,436	23,760	25,285	29,152	6.7%
GRAD I	2,327	2,967	2,327	2,981	2,992	3,081	3,168	1.3%
GRAD II	379	558	379	561	563	568	596	1.3%
<b>TOTAL</b>	<b>29,012</b>	<b>36,157</b>	<b>29,012</b>	<b>37,433</b>	<b>38,924</b>	<b>40,803</b>	<b>45,408</b>	<b>4.7%</b>
<b>Not a Florida Resident</b>								
LOWER DIVISION		470		466	473	486	526	2.3%
UPPER DIVISION		519		552	585	622	718	6.7%
GRAD I		307		309	310	313	328	1.3%
GRAD II		386		388	390	393	413	1.3%
<b>TOTAL</b>	<b>1,528</b>	<b>1,683</b>	<b>1,528</b>	<b>1,716</b>	<b>1,757</b>	<b>1,814</b>	<b>1,984</b>	<b>2.5%</b>
<b>TOTAL</b>								
LOWER DIVISION		12,025		11,921	12,082	12,418	13,446	2.3%
UPPER DIVISION		21,597		22,989	24,345	25,907	29,870	6.7%
GRAD I		3,274		3,290	3,302	3,331	3,496	1.3%
GRAD II		945		949	953	961	1,009	1.3%
<b>TOTAL</b>	<b>30,540</b>	<b>37,841</b>	<b>30,540</b>	<b>39,148</b>	<b>40,681</b>	<b>42,617</b>	<b>47,820</b>	<b>4.8%</b>
<b>TOTAL (US FTE)</b>		<b>47,653</b>		<b>49,290</b>	<b>51,207</b>	<b>53,629</b>	<b>60,152</b>	<b>%</b>

Note: Full-time Equivalent (FTE) student is a measure of instructional effort (and student activity) that is based on the number of credit hours that students enroll. FTE is based on the Florida definition, which divides undergraduate credit hours by 40 and graduate credit hours by 32.

### Medical Student Headcounts (FTE does not apply)

<b>Medicine Headcounts</b>								
FLORIDA RESIDENT	160	135	240	211	272	317	362	21.8%
NON-RESIDENT	20	44	40	69	88	103	118	21.8%
<b>TOTAL</b>	<b>180</b>	<b>179</b>	<b>280</b>	<b>280</b>	<b>360</b>	<b>420</b>	<b>480</b>	<b>21.8%</b>
<b>Dentistry Headcounts</b>								
FLORIDA RESIDENT	xxx	xxx	xxx	xxx	xxx	xxx	xxx	%
NON-RESIDENT	xx	xx	xx	xx	xx	xx	xx	%
<b>TOTAL</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>%</b>
<b>Veterinary Headcounts</b>								
FLORIDA RESIDENT	xxx	xxx	xxx	xxx	xxx	xxx	xxx	%
NON-RESIDENT	xx	xx	xx	xx	xx	xx	xx	%
<b>TOTAL</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>xx</b>	<b>%</b>



## ACADEMIC PROGRAM COORDINATION

### New Programs To Be Considered by University in 2012-13 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Women's Studies	05.0207	-	FIU, UF, USF-T	N	34	Jul-2012
Photonics	14.1003	STEM	-	N	-	Mar-2013
Biomedical Engineering	14.0501	STEM	FGCU, FIU	N	-	Mar-2013
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Cognitive Sciences and Cognitive Disorders	30.2501	STEM	-	N	-	Mar-2013
Public History	54.0405	-	-	N	-	Mar-2013
Arts Management	50.1099	ECON	-	N	-	Mar-2013
<b>DOCTORAL PROGRAMS</b>						
Hospitality Management	52.0901	ECON	-	N	24	Mar-2012
Communication Sciences and Disorders	51.0204	HLTH	FSU, UF, USF-T	N	-	Mar-2013
Criminal Justice	43.0104	SECU	FSU	N	-	Mar-2013

### New Programs To Be Considered by University in 2013-15 for Implementation

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT <i>in 5th year</i>	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Communication and Conflict	30.2801	-	-	N	-	Mar-2014
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Public Health	51.2201	HLTH	FAMU, FIU, FSU, UF, USF-T, UWF	Y	-	Jul-2013
Biomedical Engineering	14.0501	STEM	FAMU, FAU, FIU, FSU, UF, USF-T	N	-	Mar-2014
<b>DOCTORAL PROGRAMS</b>						
Biomedical Engineering	14.0501	STEM	FAMU, FIU, FSU, UF, USF-T	N	-	Mar-2015
Public Health	51.2201	HLTH	FAMU, FIU, UF, USF-T	N	-	Mar-2015



## KEY PERFORMANCE INDICATOR DEFINITIONS

<b>Goals Common to All Universities</b>	
<b>Academic Quality</b>	
<b>National Ranking for University and Program(s)</b>	Describe plans for increasing national preeminence of University and select programs.
<b>Avg. SAT Score</b>	The average SAT score for all three subtests (reading, mathematics and writing) for Admitted and Registered FTIC (B,E) students.
<b>Avg. HS GPA (on 4.0 scale)</b>	The average HS GPA for Admitted and Registered FTIC (B,E) students.
<b>Professional/Licensure Exam First-time Pass Rates</b> Exams Above National/State Benchmark Exams Below National/State Benchmark	The number of exams with first-time pass rates above and below the national or state average, as reported in the 2010-11 Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.
<b>Percent of Undergraduate Seniors Participating in a Research Course</b>	This metric represents the percentage of seniors who enrolled in a Research course during their last year. Board staff will work with University officials during the summer of 2012 to determine a system-wide definition of 'a research course'.
<b>Operational Efficiency</b>	
<b>Freshman Retention Rate</b>	The percentage of a full-time, first-time-in-college (FTIC) undergraduate cohort (entering in fall term or summer continuing to fall) that is still enrolled or has graduated from the <u>same</u> institution in the following fall term.
<b>FTIC Graduation Rates</b> In 4 years (or less) In 6 years (or less)	First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort. Students with unreported gender are included.
<b>AA Transfer Graduation Rates</b> In 2 years (or less) In 4 years (or less)	AA Transfer cohort is defined as undergraduates entering in the fall term (or summer continuing to fall) and having earned an AA degree from an institution in the Florida College System. The rate is the percentage of the initial cohort that has either graduated or is still enrolled in the second or fourth academic year. Both full-time and part-time students are used in the calculation. Note: Students of degree programs longer than four years are included in the cohorts. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
<b>Percent of Bachelor's Degrees Without Excess Hours</b>	The percentage of baccalaureate degrees awarded within 110% of the hours required for a degree. Excluding students with dual majors, this metric computes total academic credit as a percentage of catalog hours required for the students major (excluding remedial coursework). For the purposes of calculating excess hours, remedial credit hours includes up to 10 foreign language credit hours that are excluded for transfer students in Florida.



<b>Return on Investment</b>	
<b>Bachelor's Degrees Awarded</b>	This is a count of baccalaureate degrees granted. Students who earn two distinct degrees in the same term are counted twice – whether their degrees are from the same six-digit CIP code or different CIP codes. Students who earn only one degree are counted once – even if they completed multiple majors or tracks.
<b>Percent of Bachelor's Degrees in STEM</b>	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
<b>Graduate Degrees Awarded</b>	This is a count of graduate degrees granted.
<b>Percent of Graduate Degrees in STEM</b>	The percentage of graduate degrees that are classified as STEM by the Board of Governors in the SUS program inventory.
<b>Percent of Baccalaureate Graduates Employed in Florida</b>	This is the percentage of baccalaureate graduates with valid social security numbers that are employed in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
<b>Percent of Baccalaureate Graduates Continuing their Education (in FL)</b>	This is the percentage of baccalaureate graduates with valid social security numbers that are continuing their education in Florida during the Oct-Dec fiscal quarter based on FETPIP data.
<b>Annual Gifts Received (\$M)</b>	As reported in the Council for Aid to Education's Voluntary Support of Education (VSE) survey in the section entitled "Gift Income Summary," this is the sum of the present value of all gifts (including outright and deferred gifts) received for any purpose and from all sources during the fiscal year, excluding pledges and bequests. (There's a deferred gift calculator at <a href="http://www.cae.org/vse">www.cae.org/vse</a> .) The present value of non-cash gifts is defined as the tax deduction to the donor as allowed by the IRS.
<b>Endowment (\$M)</b>	Endowment value at the end of the fiscal year, as reported in the annual NACUBO Endowment Study (changed to the NACUBO-Common Fund Study of Endowments in 2009).
<b>Goals Specific to Research Universities</b>	
<b>Academic Quality</b>	
<b>Faculty Awards</b>	Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows. As reported by the Top American Research Universities – see <a href="#">link</a> .
<b>National Academy Members</b>	The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine.
<b>Number of Post-Doctoral appointees</b>	As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS).



<b>Number of Science &amp; Engineering Disciplines nationally ranked in Top 100 for research expenditures</b>	The number of Science & Engineering disciplines the university ranks in the top 100 (for public and private universities) based on the National Science Foundation's annual survey for R&D expenditures, which identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, and Social Sciences).
<b>Return on Investment</b>	
<b>Total Research Expenditures (\$M)</b>	Total expenditures for all research activities (including non-science and engineering activities) as reported on the NSF annual survey.
<b>Percent of R&amp;D Expenditures funded from External Sources</b>	The percentage of total R&D expenditures that come from Federal, Private Industry and Other sources (does not include State or Institutional funds).
<b>Patents Issued</b>	The number of patents issued in the fiscal year as reported to AUTM.
<b>Licenses/Options Executed</b>	Licenses/options executed in the fiscal year for all technologies as reported annually to the AUTM Licensing Survey. Each agreement is counted separately.
<b>Licensing Income Received (\$M)</b>	License issue fees, payments under options, annual minimums, running royalties, termination payments, amount of equity received when cashed-in, and software and biological material end-user license fees of \$1,000 or more, but not research funding, patent expense reimbursement, valuation of equity not cashed-in, software and biological material end-user license fees of less than \$1,000, or trademark licensing royalties from university insignia.
<b>Number of Start-up Companies</b>	The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the AUTM Licensing Survey.
<b>Science &amp; Engineering Research Expenditures in non-medical/health sciences</b>	This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation (see <a href="#">link</a> , table 36 minus table 52).
<b>National rank is higher than predicted by Financial Resources Ranking</b> <i>based on US News &amp; World Report</i>	This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.
<b>Research Doctoral Degrees Awarded</b>	The number of research doctoral degrees awarded annually.
<b>Professional Doctoral Degrees Awarded</b>	The number of professional doctoral degrees awarded annually.





**Board of Trustees  
Finance and Facilities Committee Meeting  
May 24, 2012  
9:45 a.m. – 12:00 p.m.  
Live Oak Center  
Conference call in phone #800-442-5794, passcode 463796**

**AGENDA**

- I. CALL TO ORDER** Olga M. Calvet  
*Chair of Finance and Facilities Committee*
- II. ROLL CALL** Sheree Morgan  
*Senior Administrative Assistant to the Vice President for Administration and Finance and Chief Financial Officer*
- III. JOINT SESSION:** The Finance and Facilities Committee will join the Educational Programs Committee. (9:45 – 11:00 a.m.)
- UCF 2012-13 Work Plan (information only) Tony G. Waldrop  
*Provost and Executive Vice President*  
M. Paige Borden  
*Assistant Vice President for Institutional Knowledge Management*
  - Tuition and fee comparison William F. Merck II  
Tracy Clark  
*Assistant Vice President for Finance and Controller*
  - 2012-13 Tuition, Tuition Differential, Out-of-state Fees, Financial Aid Fees, and Technology Fees (FFC-1) William F. Merck II  
Tracy Clark  
M. Paige Borden
- IV. END OF JOINT SESSION AT 11:00 A.M. AND MEETING MINUTES** Chair Calvet
- Approval of the April 18, 2012, Finance and Facilities Committee meeting minutes

**V. OLD BUSINESS**

Chair Calvet

**VI. NEW BUSINESS**

Chair Calvet

- University efficiencies  
Tony G. Waldrop  
*Provost and Executive Vice President*  
William F. Merck II  
*Vice President for Administration and Finance and Chief Financial Officer*
- Capital Improvement Trust Fund (FFC-2)  
William F. Merck II  
Maribeth Ehasz  
*Vice President for Student Development and Enrollment Services*
- 2012-13 Tuition and Fee Amendments to University Regulation UCF-9.001 (FFC-3)  
W. Scott Cole  
*Vice President and General Counsel*  
Youndy Cook  
*Associate General Counsel*
- Amendment to University Regulation UCF-9.006 Miscellaneous Fees (FFC-4)  
W. Scott Cole  
Youndy Cook
- University Operating Budget report ended March 31, 2012  
William F. Merck II  
Tracy Clark
- 2012-13 University Operating Budget (FFC-5)  
William F. Merck II  
Tracy Clark
- 2012-13 College of Medicine Self-insurance Program Budget (FFC-6)  
Tony G. Waldrop  
Deborah C. German  
*Vice President for Medical Affairs and Dean of the College of Medicine*
- Increased Line of Credit for UCFAA Operations (FFC-7)  
William F. Merck II  
Todd Stansbury  
*Vice President and Director for Athletics*  
Brad Stricklin  
*Senior Associate Athletics Director and CFO for UCFAA*
- 2012-13 Capital Outlay Budget (FFC-8)  
William F. Merck II  
Lee Kernek  
*Associate Vice President for Facilities and Safety*

- University Smoke-free Policy (FFC-9)

Tony G. Waldrop  
Maribeth Ehasz

**VII. OTHER BUSINESS**

Chair Calvet

**VIII. CLOSING COMMENTS**

Chair Calvet

# Tuition and Fee Comparison

## Summary Information

(Fall 2011 tuition, fees, room and board)

### Comparison to Peer Universities

(see pages 3 and 4 for detailed information)

#### Tuition, Fees, Room, and Board - Comparison to 22 Peers

	UCF			Peer Average (excluding UCF)			Rank among Peers (1 = highest cost) (23 = lowest cost)		
	Tuition and Fees	Room and Board	Total Cost	Tuition and Fees	Room and Board	Total Cost	Tuition and Fees	Room and Board	Total Cost
Undergraduate Resident	\$5,584	\$9,074	\$14,658	\$7,961	\$9,652	\$17,613	20	16	21
Undergraduate Non-Resident	21,064	9,074	30,138	20,617	9,652	30,269	11	16	11
Graduate Resident	8,456	9,074	17,530	10,148	9,652	19,800	14	16	17
Graduate Non-Resident	27,480	9,074	36,554	20,312	9,652	29,965	1	16	3

### Comparison to Florida Public Universities

(see pages 5 and 6 for detailed information)

#### Average Tuition and Fees - Rank among Florida Public Universities

	UCF		Average (excluding UCF)		Rank (1 = highest cost)	
	Tuition	Tuition and Fees	Tuition	Tuition and Fees	Tuition	Tuition and Fees
Undergraduate Resident	\$3,848	\$5,584	\$3,869	\$5,520	5	6
Undergraduate Non-Resident	18,591	21,064	18,009	20,365	4	4
Graduate Resident	6,650	8,456	7,636	9,377	8	7
Graduate Non-Resident	24,769	27,480	22,072	24,532	3	3

#### Other Fees - Rank among Florida Public Universities

(includes fees charged on a per credit hour basis only)

	UCF Fee	Peer Average Fee	Rank (1=highest)	# of Schools Charging Fee
Activity and Service Fee	\$10.79	\$12.70	10	11
Athletic Fee	13.10	11.67	6	11
Health Fee	9.88	9.45	3	9
Transportation Access Fees	9.00	5.77	1	7
Building Fee	2.32	2.32	n/a	n/a
Capital Improvement Fee	2.44	2.44	n/a	n/a
Total	\$47.53	\$44.35		

	UCF Fee	Peer Average Fee	Rank (1=highest)	# of Schools Charging Fee
Technology Fee				
Undergraduate	\$5.16	\$5.16	*	11
Graduate Resident	13.85	9.76	4	10
Graduate Non-resident	13.85	9.75	4	10

\* all except one charge at the maximum 5% of tuition

# History of Tuition and Fees

## UCF

	<b>2011-12</b>	<b>Tuition 2010-11</b>	<b>2009-10</b>	<b>Tuition and Other Fees</b>		
				<b>2011-12</b>	<b>2010-11</b>	<b>2009-10</b>
Undergraduate Resident	\$ 3,848	\$ 3,347	\$ 2,910	\$ 5,584	\$ 5,021	\$ 4,526
% Increase	15.0%	15.0%	15.0%	11.2%	10.9%	14.7%
Undergraduate Non-Resident	\$ 18,591	\$ 18,089	\$ 17,652	\$ 21,064	\$ 20,500	\$ 20,005
% Increase	2.8%	2.5%	2.2%	2.8%	2.5%	3.0%
Graduate Resident	\$ 6,650	\$ 6,157	\$ 5,701	\$ 8,456	\$ 7,882	\$ 7,351
% Increase	8.0%	8.0%	0.0%	7.3%	7.2%	4.7%
Graduate Non-Resident	\$ 24,769	\$ 24,276	\$ 23,820	\$ 27,480	\$ 26,907	\$ 26,376
% Increase	2.0%	1.9%	0.0%	2.1%	2.0%	1.3%

## Average - All Florida Public Universities

	<b>2011-12</b>	<b>Tuition 2010-11</b>	<b>2009-10</b>	<b>Tuition and Other Fees</b>		
				<b>2011-12</b>	<b>2010-11</b>	<b>2009-10</b>
Undergraduate Resident	\$ 3,869	\$ 3,363	\$ 2,924	\$ 5,520	\$ 4,936	\$ 4,351
% Increase	15.1%	15.0%	15.0%	11.8%	13.4%	14.5%
Undergraduate Non-Resident	\$ 18,009	\$ 17,434	\$ 16,560	\$ 20,365	\$ 19,707	\$ 18,668
% Increase	3.3%	5.3%	5.5%	3.3%	5.6%	6.0%
Graduate Resident	\$ 7,636	\$ 6,783	\$ 6,124	\$ 9,377	\$ 8,419	\$ 7,600
% Increase	12.6%	10.8%	10.4%	11.4%	10.8%	12.3%
	Average Fee					
Graduate Non-Resident	\$ 22,072	\$ 21,415	\$ 21,023	\$ 24,532	\$ 23,783	\$ 23,242
% Increase	3.1%	1.9%	5.0%	3.1%	2.3%	5.8%

## Tuition and Total Cost Comparison (Fall 2011)

### UCF and Other Universities

	Undergraduate Resident			Undergraduate Non-Resident		
	Average Tuition and Required Fees	Room and Board	Total Cost	Average Tuition and Required Fees	Room and Board	Total Cost
University of Central Florida	\$ 5,584	\$ 9,074	\$ 14,658	\$ 21,064	\$ 9,074	\$ 30,138
Rank (1 = highest cost) (23 = lowest cost)	20	16	21	11	16	11
Florida Atlantic University	\$ 4,264	\$ 10,940	\$ 15,204	\$ 15,772	\$ 10,940	\$ 26,712
Florida International University	5,198	11,330	16,528	17,597	11,330	28,927
University of North Carolina - Charlotte	5,440	9,100	14,540	17,205	9,100	26,305
University of South Florida	5,800	9,190	14,990	14,990	9,190	24,180
University of New Mexico	5,809	8,068	13,877	19,919	8,068	27,987
San Diego State University	6,578	11,485	18,063	17,738	11,485	29,223
North Carolina State University	7,018	8,536	15,554	19,853	8,536	28,389
University of Houston	7,513	8,318	15,831	15,025	8,318	23,343
University of Nebraska - Lincoln	7,563	8,196	15,759	19,848	8,196	28,044
Oregon State University	7,600	9,444	17,044	21,316	9,444	30,760
Portland State University	7,764	9,801	17,565	22,983	9,801	32,784
Georgia State University	7,954	11,390	19,344	22,521	11,390	33,911
Auburn University	8,698	9,992	18,690	23,290	9,992	33,282
Universtiy of Texas - Arlington	8,878	7,554	16,432	16,390	7,554	23,944
University of Colorado at Boulder	9,152	11,278	20,430	30,330	11,278	41,608
Kent State University	9,346	8,830	18,176	17,306	8,830	26,136
Virginia Commonwealth University	9,517	9,874	19,391	22,949	9,874	32,823
University of Akron	9,545	9,586	19,131	17,468	9,586	27,054
Arizona State University	9,720	11,436	21,156	22,319	11,436	33,755
University of South Carolina - Columbia	10,168	8,026	18,194	26,352	8,026	34,378
University of Cincinnati	10,419	9,780	20,199	24,942	9,780	34,722
University of Delaware	11,192	10,196	21,388	27,462	10,196	37,658
Average	\$ 7,961	\$ 9,652	\$ 17,613	\$ 20,617	\$ 9,652	\$ 30,269



# Tuition and Total Cost Comparison (Fall 2011)

## UCF and Other Universities

	Graduate Resident			Graduate Non-Resident		
	Average Tuition and Required Fees	Room and Board	Total Cost	Average Tuition and Required Fees	Room and Board	Total Cost
University of Central Florida	\$ 8,456	\$ 9,074	\$ 17,530	\$ 27,480	\$ 9,074	\$ 36,554
Rank (1 = highest cost) (23 = lowest cost)	14	16	17	1	16	3
University of North Carolina - Charlotte	\$ 5,887	\$ 9,100	\$ 14,987	\$ 17,424	\$ 9,100	\$ 26,524
Florida Atlantic University	6,175	10,940	17,115	17,948	10,940	28,888
University of New Mexico	6,381	8,068	14,449	20,469	8,068	28,537
North Carolina State University	7,834	8,536	16,370	19,882	8,536	28,418
San Diego State University	7,844	11,485	19,329	16,772	11,485	28,257
University of Nebraska - Lincoln	7,846	8,196	16,042	19,036	8,196	27,232
Georgia State University	7,888	11,390	19,278	23,728	11,390	35,118
Universtiy of Texas - Arlington	8,000	7,554	15,554	13,634	7,554	21,188
University of Akron	8,312	9,586	17,898	13,325	9,586	22,911
Auburn University	8,692	9,992	18,684	23,272	9,992	33,264
University of Houston	9,320	8,318	17,638	14,954	8,318	23,272
University of South Florida	9,640	9,190	18,830	19,760	9,190	28,950
Florida International University	9,750	11,330	21,080	22,115	11,330	33,445
Kent State University	9,942	8,830	18,772	17,458	8,830	26,288
Arizona State University	10,221	11,436	21,657	24,346	11,436	35,782
University of Colorado at Boulder	10,867	11,278	22,145	26,743	11,278	38,021
Virginia Commonwealth University	11,084	9,874	20,958	21,394	9,874	31,268
University of South Carolina - Columbia	11,316	8,026	19,342	23,844	8,026	31,870
Oregon State University	12,253	9,444	21,697	18,868	9,444	28,312
Portland State University	13,632	9,801	23,433	20,400	9,801	30,201
University of Cincinnati	13,701	9,780	23,481	24,825	9,780	34,605
University of Delaware	26,672	10,196	36,868	26,672	10,196	36,868
Average	\$ 10,148	\$ 9,652	\$ 19,800	\$ 20,312	\$ 9,652	\$ 29,965

## Comparison of 2011-12 Tuition and Fees Florida Public Universities

### *Annual Cost*

	<u>UCF</u>	<u>UF</u>	<u>FSU</u>	<u>FAMU</u>	<u>USF</u>	<u>FAU</u>	<u>UWF</u>	<u>FIU</u>	<u>UNF</u>	<u>FGCU</u>	<u>NC</u>	Peer Average (excluding UCF)
<i>Undergraduate resident (30 hours per year)</i>												
Tuition	\$3,848	\$4,060	\$4,060	\$3,742	\$4,060	\$3,742	\$3,742	\$4,060	\$3,742	\$3,742	\$3,742	\$3,869
Tuition and Other Fees	5,584	5,657	5,825	5,177	5,776	5,483	5,425	5,675	5,627	5,533	5,020	5,520
<i>Undergraduate non-resident (30 hours per year)</i>												
Tuition	18,591	25,276	18,504	15,114	12,810	17,461	16,010	15,868	16,493	20,536	22,019	18,009
Tuition and Other Fees	21,064	27,934	20,992	17,117	14,964	19,869	18,307	18,074	19,015	23,166	24,211	20,365
<i>Graduate resident (24 hours per year)</i>												
Tuition	6,650	10,257	8,421	6,973	7,731	6,749	5,729	8,030	8,375	6,458	-	7,636
Tuition and Other Fees	8,456	11,954	10,139	8,620	9,644	8,386	7,238	9,947	10,177	8,289	-	9,377
<i>Graduate non-resident (24 hours per year)</i>												
Tuition	24,769	26,822	22,853	21,062	17,364	21,720	20,807	19,552	22,383	26,083	-	22,072
Tuition and Other Fees	27,480	29,347	25,292	23,413	19,755	24,085	23,069	22,045	24,886	28,895	-	24,532

# Comparison of 2011-12 Tuition and Fees Florida Public Universities

## Fees per Credit Hour and per Term

	<u>UCF</u>	<u>UF</u>	<u>FSU</u>	<u>FAMU</u>	<u>USF</u>	<u>FAU</u>	<u>UWF</u>	<u>FIU</u>	<u>UNF</u>	<u>FGCU</u>	<u>NC</u>	Peer Average (excluding UCF)
<i>Undergraduate</i>												
Resident tuition	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32	\$103.32
Financial aid fee	5.16	5.16	5.16	5.16	5.16	5.16	5.16	5.16	5.16	5.15	5.16	5.16
Non-resident tuition and out-of-state fee	594.73	810.53	584.80	482.39	395.00	560.60	512.26	496.94	528.34	663.12	712.55	574.65
Non-resident financial aid fee	29.73	40.52	29.23	24.11	19.74	27.40	25.61	24.84	26.41	33.14	35.62	28.66
Tuition differential	24.96	32.00	32.00	21.42	32.00	21.42	21.42	32.00	21.42	21.42	21.42	25.65
Technology fee	5.16	5.16	5.16	5.16	5.16	5.16	5.16	5.16	5.16	5.15	5.16	5.16
<i>Graduate</i>	<u>UCF</u>	<u>UF</u>	<u>FSU</u>	<u>FAMU</u>	<u>USF</u>	<u>FAU</u>	<u>UWF</u>	<u>FIU</u>	<u>UNF</u>	<u>FGCU</u>	<u>NC</u>	<u>Average</u>
Resident tuition	277.08	427.37	350.88	290.55	322.14	281.21	238.71	334.59	348.94	269.08	-	318.16
Financial aid fee	13.85	21.36	17.54	14.52	16.10	14.06	11.93	16.72	17.44	13.45	-	15.90
Resident technology fee	13.85	6.45	5.16	14.52	16.10	5.16	5.16	16.72	5.16	13.45	-	9.76
Non-resident tuition and out-of-state fee	1,032.04	1,117.58	952.22	877.57	723.51	905.01	866.94	814.67	932.61	1,086.80	-	919.66
Non-resident financial aid fee	51.59	55.87	47.60	43.87	36.17	44.38	43.34	40.72	46.63	54.33	-	45.88
Non-resident technology fee	13.85	6.45	5.16	14.52	15.96	5.16	5.16	16.72	5.16	13.45	-	9.75
* all except one charge at the maximum 5% of tuition												
<i>All Students</i>	<u>UCF</u>	<u>UF</u>	<u>FSU</u>	<u>FAMU</u>	<u>USF</u>	<u>FAU</u>	<u>UWF</u>	<u>FIU</u>	<u>UNF</u>	<u>FGCU</u>	<u>NC</u>	<u>Average</u>
Building fee	2.32	2.32	2.32	2.32	2.32	2.32	2.32	2.32	2.32	2.32	2.32	2.32
Capital improvement fee	2.44	2.44	2.44	2.44	2.44	2.44	2.44	2.44	2.44	2.44	2.44	2.44
Activity and service fee												
Per credit hour fee	10.79	14.55	11.69	10.50	11.28	11.96	13.30	11.60	14.24	11.24	16.65	12.70
Block fee (flat fee charged per term)					7.00							7.00
Athletic fee												
Per credit hour fee	13.10	1.90	7.39	13.97	14.15	16.45	17.49	13.56	12.98	12.54	6.28	11.67
Per credit hour fee (for changing NCAA divisions)								2.00	2.00	4.00		2.67
Block fee (flat fee charged per term)					10.00			10.00				10.00
Health fee												
Per credit hour fee	9.88	13.82	12.96		9.73	9.42	7.23		9.51	8.34	4.58	9.45
Block fee (flat fee charged per term)				59.00				83.19				71.10
Transportation access fee												
Per credit hour fee	9.00	7.88	8.40		3.00		3.00		3.85	8.50		5.77
Block fee (flat fee charged per term)				65.00		76.90		81.00				74.30
Facility use fees												
Per credit hour fee			2.00		1.50				5.16			2.89
Block fee (flat fee charged per term)			20.00		20.00							20.00
Green Fee												
Per credit hour fee					1.00						1.00	1.00

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** 2012-13 Tuition, Tuition Differential, Out-of-state Fees, Financial Aid Fees, and Technology Fees

**DATE:** May 24, 2012

**PROPOSED COMMITTEE ACTION**

Approval of tuition, tuition differential, out-of-state fees, financial-aid fees, and technology fees for undergraduate and graduate students for Fall 2012, as follows:

	<u>Current</u>	<u>Fall 2012 (Proposed)</u>	<u>Dollar Increase</u>	<u>Percent Increase</u>
Undergraduate base tuition	\$103.32	\$103.32	\$ -	
Undergraduate tuition differential	<u>24.96</u>	<u>44.20</u>	<u>19.24</u>	
Undergraduate base plus tuition differential	128.28	147.52	19.24	15.0%
Financial-aid fee - undergraduate	5.16	5.16	-	-
Technology fee – undergraduate	5.16	5.16	-	-
Out-of-state-fee – undergraduate non-resident	491.41	511.06	19.65	4.0%
Financial-aid fee - undergraduate non-resident	24.57	25.55	0.98	4.0%
Graduate tuition	277.08	288.16	11.08	4.0%
Doctor of Physical Therapy tuition	475.49	494.50	19.01	4.0%
Financial-aid fee - graduate	13.85	14.40	0.55	4.0%
Technology fee - graduate	13.85	14.40	0.55	4.0%
Financial-aid fee - Doctor of Physical Therapy	23.77	24.72	0.95	4.0%
Technology fee – Doctor of Physical Therapy	23.77	24.72	0.95	4.0%
Out-of-state fee - graduate non-resident	754.96	785.15	30.19	4.0%
Financial-aid fee - graduate non-resident	37.74	39.25	1.51	4.0%

## **BACKGROUND INFORMATION**

The Legislature has established a zero-percent tuition increase for undergraduate students, effective Fall 2012. In addition, the state allows the sum of base tuition and tuition differential to increase by up to 15 percent. Also, tuition and out-of-state fees for graduate and non-resident students may be set by each university board of trustees as delegated by the Board of Governors. Statutes allow the technology fees to be set at up to five percent of tuition. This fee was implemented at five percent of tuition as of Fall 2009.

We recommend an increase in tuition, out-of-state fees, and the financial-aid and technology fees as outlined above with tuition differential to be applied at the same rate for all undergraduate courses. Thirty percent of the revenue generated from tuition differential will be used for need-based financial-aid with the remainder used to support undergraduate education. All universities are required to document that the use of funds provided through tuition differential follows the guidelines provided by the Florida Board of Governors. These increases are subject to approval by the Board of Governors.

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**Supporting documentation:** Proposed Tuition and Fees – Fall 2012 (Attachment A)  
History of Fee Increases (Attachment B)  
Average Tuition, Fee, and Rate Increase (Attachment C)

**Prepared by:** Tracy Clark, Assistant Vice President for Administration and Finance and  
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Christy Tant, Senior Associate Controller, Finance and Accounting

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

# Attachment A

## University of Central Florida

### Proposed Tuition and Fees - Fall 2012

#### Undergraduate Resident

	<u>Current</u>	<u>Change</u>	<u>Fall 2012</u>
Tuition	\$ 103.32	\$ -	\$ 103.32
Tuition differential	24.96	19.24	44.20
Out-of-state fee	-	-	-
Financial-aid fee	5.16	-	5.16
Non-resident financial-aid fee	-	-	-
Activity and service fee	10.79	-	10.79
Athletic fee	13.10	0.34	13.44
Health fee	9.88	0.42	10.30
Transportation access fee	9.00	0.10	9.10
Technology fee	5.16	-	5.16
Capital improvement fee <sup>1</sup>	4.76	2.00	6.76
Total tuition and fees per-credit hour	<u>\$ 186.13</u>	<u>\$ 22.10</u>	<u>\$ 208.23</u>

	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>
Average annual tuition and out-of-state fees (30 credit hours per year)	\$ 3,848	\$ 577	\$ 4,426	15.0%
Average annual tuition and all fees (30 credit hours per year)	\$ 5,584	\$ 663	\$ 6,247	11.9%

#### Undergraduate Non-Resident

	<u>Current</u>	<u>Change</u>	<u>Fall 2012</u>
Tuition	\$ 103.32	\$ -	\$ 103.32
Tuition differential	24.96	19.24	44.20
Out-of-state fee	491.41	19.65	511.06
Financial-aid fee	5.16	-	5.16
Non-resident financial-aid fee	24.57	0.98	25.55
Activity and service fee	10.79	-	10.79
Athletic fee	13.10	0.34	13.44
Health fee	9.88	0.42	10.30
Transportation access fee	9.00	0.10	9.10
Technology fee	5.16	-	5.16
Capital improvement fee <sup>1</sup>	4.76	2.00	6.76
Total tuition and fees per-credit hour	<u>\$ 702.11</u>	<u>\$ 42.73</u>	<u>\$ 744.84</u>

	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>
Average annual tuition and out-of-state fees (30 credit hours per year)	\$ 18,591	\$ 1,167	\$ 19,758	6.3%
Average annual tuition and all fees (30 credit hours per year)	\$ 21,064	\$ 1,282	\$ 22,345	6.1%

#### Graduate Resident

	<u>Current</u>	<u>Change</u>	<u>Fall 2012</u>
Tuition	\$ 277.08	\$ 11.08	\$ 288.16
Out-of-state fee	-	-	-
Financial-aid fee	13.85	0.55	14.40
Non-resident financial-aid fee	-	-	-
Activity and service fee	10.79	-	10.79
Athletic fee	13.10	0.34	13.44
Health fee	9.88	0.42	10.30
Transportation access fee	9.00	0.10	9.10
Technology fee	13.85	0.55	14.40
Capital improvement fee <sup>1</sup>	4.76	2.00	6.76
Total tuition and fees per-credit hour	<u>\$ 352.31</u>	<u>\$ 15.04</u>	<u>\$ 367.35</u>

	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>
Average annual tuition and out-of-state fees (24 credit hours per year)	\$ 6,650	\$ 266	\$ 6,916	4.0%
Average annual tuition and all fees (24 credit hours per year)	\$ 8,456	\$ 361	\$ 8,816	4.3%

#### Graduate Non-Resident

	<u>Current</u>	<u>Change</u>	<u>Fall 2012</u>
Tuition	\$ 277.08	\$ 11.08	\$ 288.16
Out-of-state fee	754.96	30.19	785.15
Financial-aid fee	13.85	0.55	14.40
Non-resident financial-aid fee	37.74	1.51	39.25
Activity and service fee	10.79	-	10.79
Athletic fee	13.10	0.34	13.44
Health fee	9.88	0.42	10.30
Transportation access fee	9.00	0.10	9.10
Technology fee	13.85	0.55	14.40
Capital improvement fee <sup>1</sup>	4.76	2.00	6.76
Total tuition and fees per-credit hour	<u>\$ 1,145.01</u>	<u>\$ 46.74</u>	<u>\$ 1,191.75</u>

	<u>Fall 2011</u>	<u>Change</u>	<u>Fall 2012</u>	<u>% Increase</u>
Average annual tuition and out-of-state fees (24 credit hours per year)	\$ 24,769	\$ 990	\$ 25,759	4.0%
Average annual tuition and all fees (24 credit hours per year)	\$ 27,480	\$ 1,122	\$ 28,602	4.1%

<sup>1</sup> Beginning with Fall 2012, the prior building and capital improvement fee will be combined to become the capital improvement fee as reflected here, per Florida House Bill 5201.



## Differential Tuition Information

Considering a tuition increase in this economy is unwelcome. Nationally, there is much discussion about student debt and rising tuition. However, let's focus on what is happening here at UCF.

- Forty-nine percent of our students graduate without UCF debt.
  - Nationally, in 2009-10, 33 percent of students graduated without debt.
- Of those who graduate with debt from UCF, the average total is \$19,400 and decreasing. This figure is 23 percent below the national average.

Table 1: Student Debt Summary

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ESTIMATE
Average Amount of Debt for Undergraduates who have graduated with debt	\$19,234	\$20,088	\$20,484	\$19,730	\$19,356

- Last year, UCF awarded more than \$400 million in financial aid with more students seeing higher average awards.
- The average tuition at UCF is well below the national average.

Table 2: Tuition and Fees Compared to Select States and District of Columbia

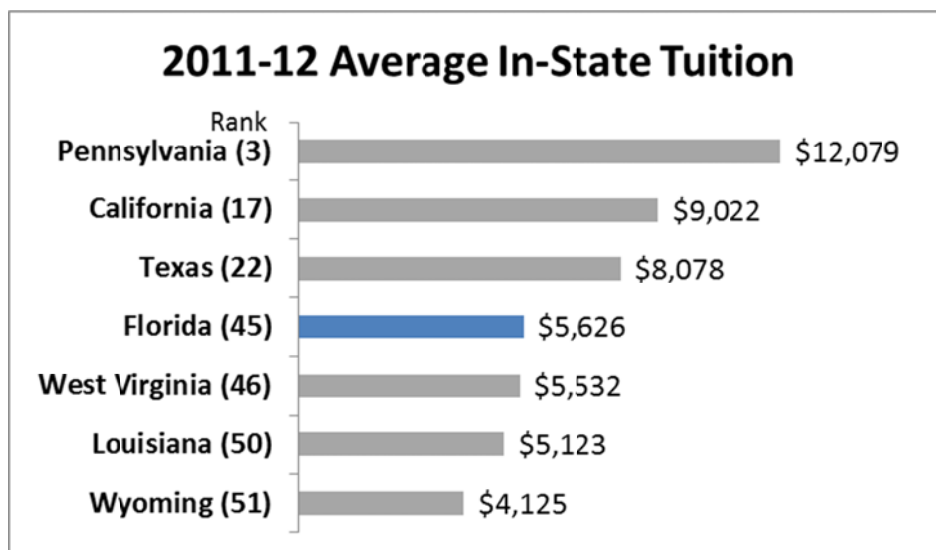


Table 3: Estimated Total Cost of Attendance

(For Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)

	TUITION AND FEES	BOOKS AND SUPPLIES	ROOM AND BOARD	TRANSPOR- TATION	OTHER EXPENSES	TOTAL
ON-CAMPUS	\$4,518	\$924	\$8,574	\$1,800	\$2,276	\$18,092
AT HOME	\$4,518	\$924	\$4,450	\$1,800	\$2,276	\$13,968

Table 4: Estimated Net Cost of Attendance

(For Full-Time Undergraduate Florida Residents in the Fall and Spring of 2011-12)

	TOTAL COST OF ATTENDANCE	AVG. GIFT AID AMOUNT	AVG. NET TUITION & FEES	AVG. NET COST OF ATTENDANCE	AVG. LOAN AMOUNT
AVG. COSTS	\$18,092	\$3,385	\$1,596	\$14,073	\$6,706

Tuition increases have not made up the difference for UCF's declining state support. However, tuition has played an essential role in helping UCF maintain the ability to serve students.

- During the past five years, UCF's state support has declined 49 percent or \$144 million, including the 2012-13 one-time reduction.
- Assuming this is a one-time reduction, state support has declined by \$3,777 per student FTE since 2007, and tuition increases have replaced only \$2,297.
- This represents a 9 percent funding reduction per student FTE, or a 17 percent funding reduction if differential tuition had not been available.

Table 5: E&G Operating Budget per Student FTE, Including Differential Tuition (DT)

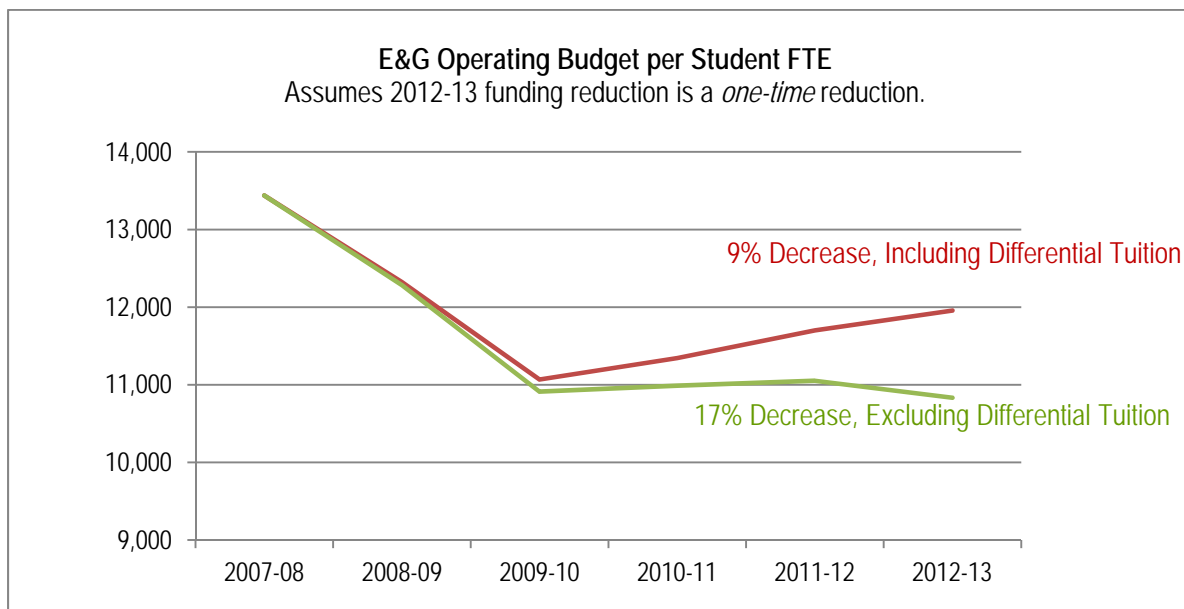
	2008	2009	2010	2011	2012	2013	Increase or Decrease
General Revenue and Lottery Funds*	\$9,433	\$8,085	\$6,578	\$6,279	\$5,855	\$5,656	(\$3,777)
Tuition Revenues	\$4,004	\$4,238	\$4,490	\$5,065	\$5,846	\$6,301	\$2,297
Total E&G Funding per Student FTE	\$13,438	\$12,323	\$11,068	\$11,344	\$11,701	\$11,957	(\$1,481)

Table 5A: E&G Operating Budget per Student FTE, Excluding Differential Tuition (DT)

	2008	2009	2010	2011	2012	2013	Increase or Decrease
General Revenue and Lottery Funds *	\$9,433	\$8,085	\$6,578	\$6,279	\$5,855	\$5,656	(\$3,777)
Tuition Revenues	\$4,004	\$4,198	\$4,332	\$4,709	\$5,196	\$5,176	\$1,171
Total E&G Funding per Student FTE	\$13,438	\$12,283	\$10,910	\$10,988	\$11,051	\$10,832	(\$2,606)

\* General revenue and lottery budget for 2012-13 does not reflect state budget reduction, assuming it is a one-time reduction.

Table 6: E&G Operating Budget per Student FTE



UCF continues to lead the state in implementing efficiencies.

- In to order serve the increased number of students while our operating budget declined, UCF has become more efficient. However, without differential tuition this year, the funding gap would be even greater. Students could see larger classes and less time with professors. Fewer courses and instructors could lead to graduation delays. Without adequate dollars for UCF, qualified students could be turned away and enrollments capped.

Table 7: Dollars Spent on Instruction in 2010-11

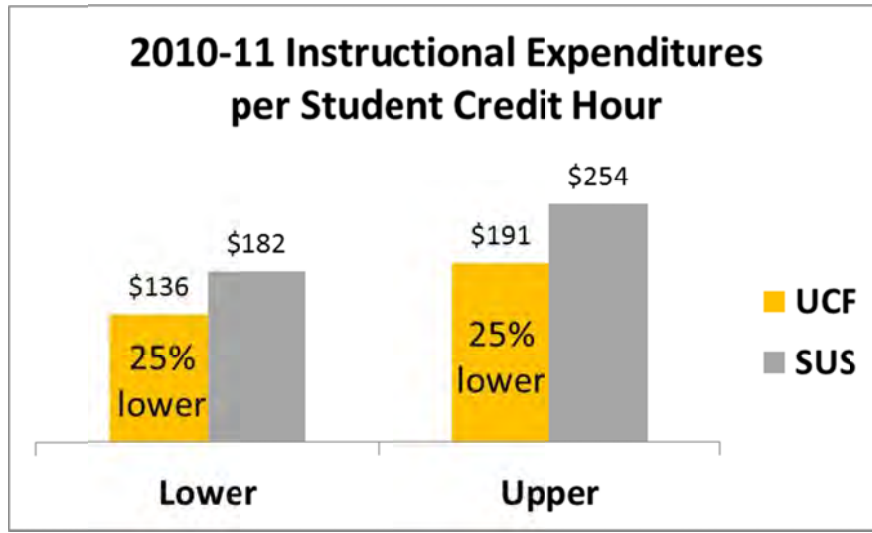


Table 8: Student Credit Hour (SCH) Growth by Course Type

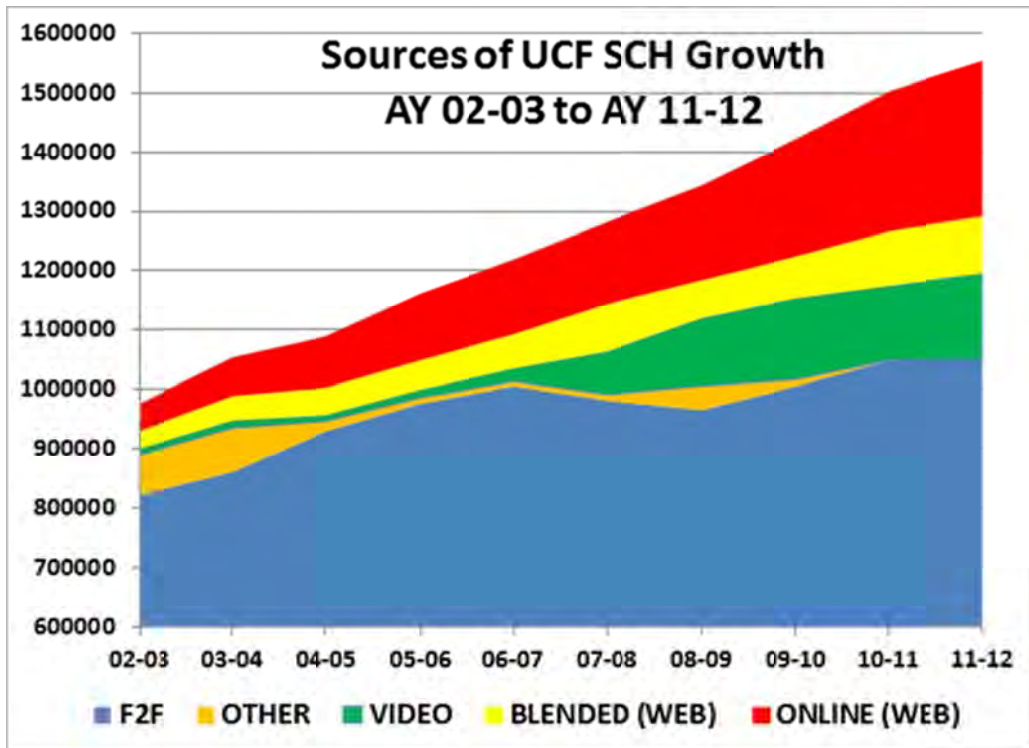


Table 9: Space Utilization (based upon 40 hours per week)

	2007	2008	2009	2010	2011
Orlando Campus Classrooms	120.3%	119.3%	125.4%	129.3%	130.3%

Table 10: Dollars Spent on Administrative Expenses in 2010-11

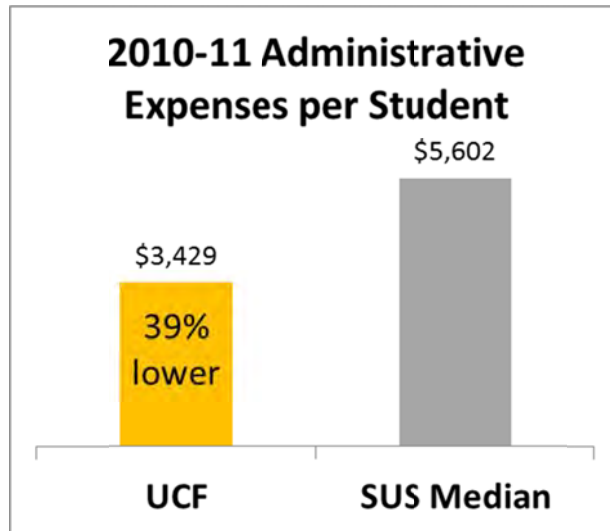
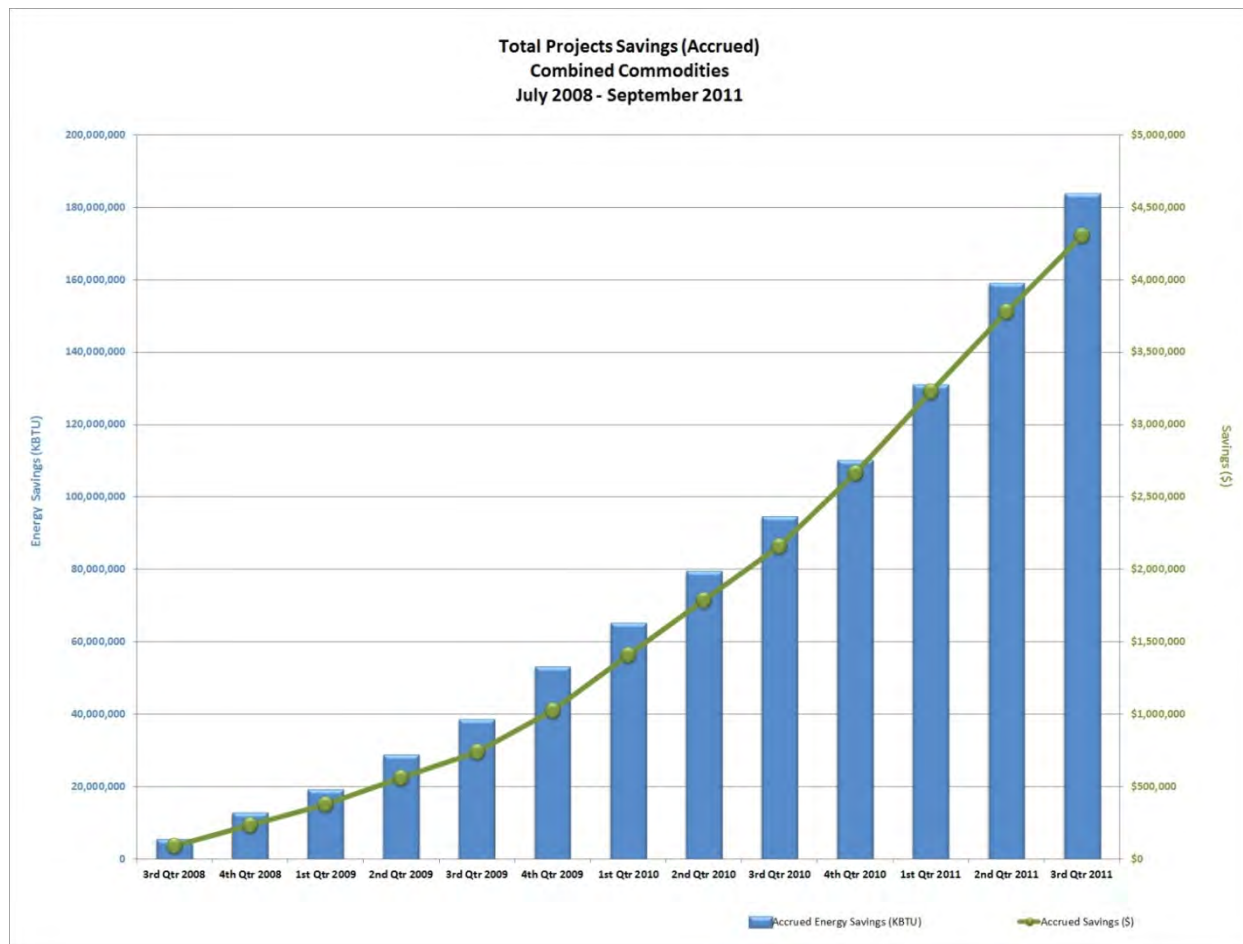


Table 11: Energy Efficiencies



Differential tuition has benefited students in the past.

- Retention and graduation rates are increasing.

Table 12: Retention and Graduation Rates

	5 YEAR TREND (05-06 to 10-11)	2010-11 ACTUAL	2011-12 ESTIMATES
Freshman Retention Rate	5%	87%	88%
FTIC Graduation Rates			
In 4 years (or less)	3%	35%	36%
In 6 years (or less)	5%	62%	63%

- Mathematics Initiative: The pass rate of UCF's college algebra classes (a gateway class for STEM majors) is increasing due to curriculum redesign that includes less in-class time and more one-on-one tutoring.



- English Initiative: English composition class size has been reduced by 9 percent, a more engaged curriculum has been adopted, the Writing Center has been expanded, and a Writing Across the Discipline initiative has begun.

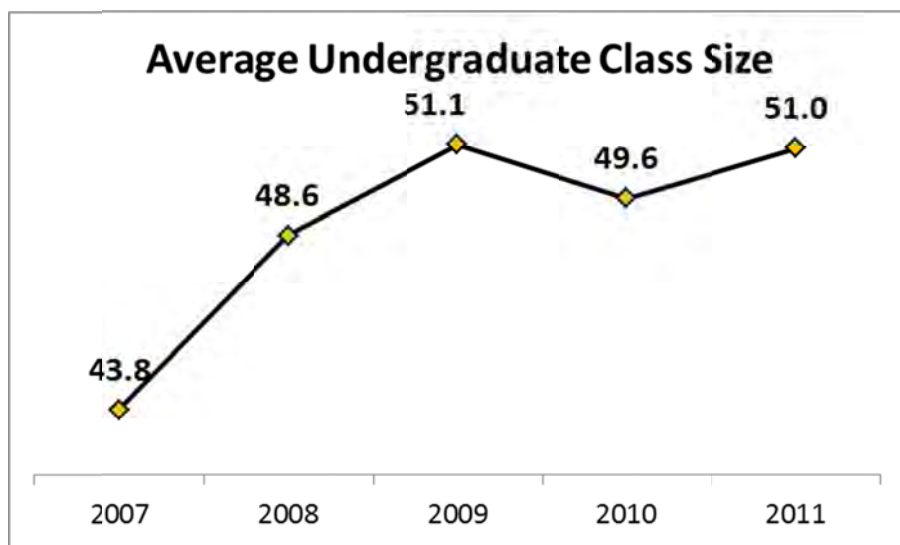
Differential tuition will benefit students in 2012-13.

- Will add \$6 million for need-based student aid. This \$6 million will support the previous increase of students receiving aid and help our neediest students address their debt burdens.
- Will add \$14 million to maintain vital courses, programs, and support services for our growing undergraduate student population.

The Legislature assumed a 15 percent tuition increase in its budget allocation. Without the full 15 percent differential tuition, the impact to students will be substantial.

- Impact without differential tuition
  - 546 classes cut
  - 112 faculty positions
- \$6 million decrease in financial aid available to most at-risk students
  - Debt will grow, more students graduate with debt
- Ability to continue to provide access to high-quality undergraduate degrees and programs will be compromised; retention and graduation rates will suffer
- Average class size will grow

Table 13: Average Undergraduate Class Size



- Student-to-faculty ratio will increase

Table 14: Student to Faculty Ratio

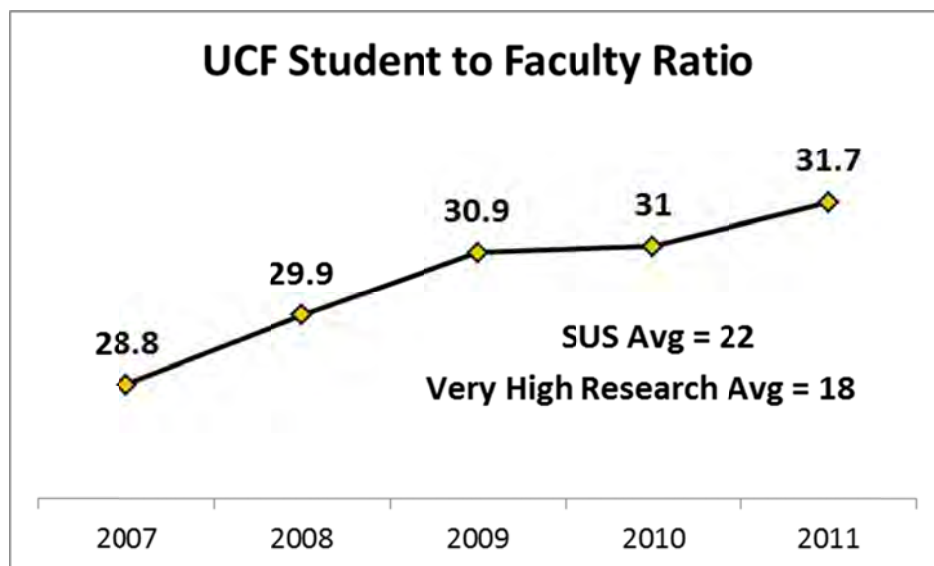
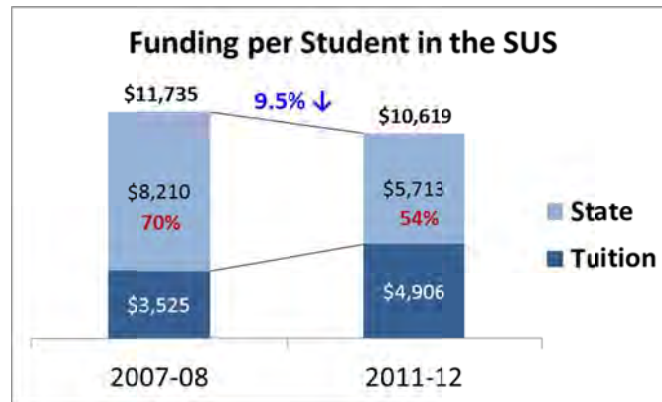


Table 15: Shift of Funding per Student in the SUS



Close

- We are sensitive to adding additional costs to students and their families.
  - But at UCF, 49 percent of our students leave with no debt incurred.
  - The indebtedness of undergraduates is declining.
  - Differential tuition in 2012-13 will provide \$6 million in need-based aid.
- We are efficient and frugal with the dollars we have.
  - *U.S. News* Ranking: Overall national ranking (177) vs. financial resources ranking (265)
- We have promised to provide access to a high-quality education to as many Central Floridians as we are able to serve, meeting the Board of Governors' first strategic goal.
- The Board of Governors' three over-arching goals include "Productivity," the definition of which begins as follows: "Increase access and degree completion for students. . . ." One measure of this goal is to increase the number of baccalaureate degrees from 53,000 to 90,000 in the next 12 years, a 58 percent increase. UCF endorses this goal of the State University System and has worked assiduously to provide greater access to baccalaureate education while also increasing the quality of that education. In the previous 12 years, UCF has doubled the number of baccalaureate degrees it awards, and this institution now accounts for 12 percent of baccalaureate degrees awarded in the entire state of Florida, not only the SUS.
- We are arriving at the point where we can no longer fulfill this promise. Where that point is, we are not sure. We do know, however, that we will be unable to provide as high a quality of instruction without the differential tuition that the Legislature has built into our balanced budget.

# Attachment B

## University of Central Florida

### History of Fee Increases

Fall 2008 - Fall 2012

#### Percent Fee Increase

	Fall 2008		Fall 2009		Fall 2010		Fall 2011		PROPOSED Fall 2012	
	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>
Florida Resident										
Tuition	9.0%	9.0%	15.0%	0.0%	15.0%	8.0%	15.0%	8.0%	15.0%	4.0%
Total fees per-credit hour <sup>1</sup>	7.3%	8.3%	14.6%	4.7%	10.9%	7.2%	11.2%	7.3%	11.9%	4.3%
Non-Resident										
Tuition and out-of-state fees	9.0%	9.0%	2.2%	0.0%	2.5%	1.9%	2.8%	2.0%	6.3%	4.0%
Total fees per-credit hour <sup>1</sup>	8.7%	8.8%	3.0%	1.3%	2.5%	2.0%	2.7%	2.1%	6.1%	4.1%

#### Fees Per Credit Hour

	Fall 2008		Fall 2009		Fall 2010		Fall 2011		PROPOSED Fall 2012	
	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>
Florida Resident										
Tuition	\$ 84.35	\$ 237.56	\$ 97.00	\$ 237.56	\$ 111.55	\$ 256.56	\$ 128.28	\$ 277.08	\$ 147.52	\$ 288.16
Total fees per-credit hour <sup>1</sup>	\$ 131.58	\$ 292.56	\$ 150.85	\$ 306.31	\$ 167.35	\$ 328.44	\$ 186.13	\$ 352.31	\$ 208.23	\$ 367.35
Non-Resident										
Tuition and out-of-state fees	\$ 575.76	\$ 992.52	\$ 588.41	\$ 992.52	\$ 602.96	\$ 1,011.52	\$ 619.69	\$ 1,032.04	\$ 658.58	\$ 1,073.31
Total fees per-credit hour <sup>1</sup>	\$ 647.56	\$ 1,085.26	\$ 666.83	\$ 1,099.01	\$ 683.33	\$ 1,121.14	\$ 702.11	\$ 1,145.01	\$ 744.84	\$ 1,191.75

#### Average Annual UCF Tuition and Fees

	Fall 2008		Fall 2009		Fall 2010		Fall 2011		PROPOSED Fall 2012	
	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>	<u>Undergrad</u>	<u>Grad</u>
Florida Resident										
Tuition	\$ 2,531	\$ 5,701	\$ 2,910	\$ 5,701	\$ 3,347	\$ 6,157	\$ 3,848	\$ 6,650	\$ 4,426	\$ 6,916
Total tuition and fees <sup>1</sup>	\$ 3,947	\$ 7,021	\$ 4,526	\$ 7,351	\$ 5,021	\$ 7,883	\$ 5,584	\$ 8,456	\$ 6,247	\$ 8,816
Non-Resident										
Tuition and out-of-state fees	\$ 17,273	\$ 23,820	\$ 17,652	\$ 23,820	\$ 18,089	\$ 24,276	\$ 18,591	\$ 24,769	\$ 19,758	\$ 25,759
Total tuition and fees <sup>1</sup>	\$ 19,427	\$ 26,046	\$ 20,005	\$ 26,376	\$ 20,500	\$ 26,907	\$ 21,064	\$ 27,480	\$ 22,345	\$ 28,602

<sup>1</sup> Total fees include tuition, tuition differential, out-of-state, financial aid, capital improvement, activity and service, athletic, health, transportation access, and technology fees.

## Attachment C

### Average Tuition, Fee, and Rate Increase Resident Undergraduate Student (living on campus) Effective Fall 2012

#### Summary of Increases:

If tuition increases are approved by the Board of Trustees at its May 24th meeting, undergraduate students taking 21 credit hours will see an average increase of \$464, while a full time student taking a full credit hour load of 30 hours would see an average increase of \$663. These increases include the fee and rate increases approved at the December Finance Committee meeting.

Total revenue generated by these fee increases, based on 2012-13 projected enrollment, will be approximately \$24 million.

The above statements assume that undergraduate tuition differential will increase by 15 percent effective Fall 2012, increasing per-credit-hour cost of tuition from \$128.28 in Fall 2011 to \$147.52 in Fall 2012. The total revenue estimate of \$24 million does not include increases in out-of-state fees and graduate tuition.

Housing, food, and book expenses vary with the choices made by the student as well as the courses taken. The amounts shown reflect an estimate of the average cost.

#### Detail of Increases:

	Student Taking 21 Credit Hours				Student Taking 28 Credit Hours				Student Taking 30 Credit Hours				Revenue Generated by Increase
	2011-12	2012-13	Increase \$	%	2011-12	2012-13	Increase \$	%	2011-12	2012-13	Increase \$	%	
<b>Tuition and Fees</b>													
Tuition plus tuition differential <sup>2</sup>	\$ 2,694	\$ 3,098	\$ 404	15.0%	\$ 3,592	\$ 4,131	\$ 539	15.0%	\$ 3,848	\$ 4,425	\$ 577	15.0%	\$ 20,000,000
Capital improvement fee <sup>1</sup>	101	142	41	40.6%	134	190	56	41.8%	143	203	60	42.0%	2,400,000
Financial aid fee	109	109	-	0.0%	145	145	-	0.0%	155	155	-	0.0%	-
Activity and service fee	227	227	-	0.0%	303	303	-	0.0%	324	324	-	0.0%	-
Athletic fee	276	283	7	2.5%	367	377	10	2.7%	393	403	10	2.5%	500,000
Transportation access fee	189	192	3	1.6%	252	255	3	1.2%	270	273	3	1.1%	100,000
Health fee	208	217	9	4.3%	277	289	12	4.3%	296	309	13	4.4%	500,000
Technology fee	109	109	-	0.0%	145	145	-	0.0%	155	155	-	0.0%	-
<b>Total - Tuition and Fees</b>	<b>\$ 3,913</b>	<b>\$ 4,377</b>	<b>\$ 464</b>	<b>11.9%</b>	<b>\$ 5,215</b>	<b>\$ 5,835</b>	<b>\$ 620</b>	<b>11.9%</b>	<b>\$ 5,584</b>	<b>\$ 6,247</b>	<b>\$ 663</b>	<b>11.9%</b>	<b>\$ 23,500,000</b>
<b>Other Rate Increases</b>													
Decal fee	\$ 94	\$ 96	\$ 2	2.0%	\$ 94	\$ 96	\$ 2	2.0%	\$ 94	\$ 96	\$ 2	2.0%	\$ 100,000
Housing	5,305	5,411	106	2.0%	5,305	5,411	106	2.0%	5,305	5,411	106	2.0%	400,000
Food	3,769	3,887	118	3.1%	3,769	3,887	118	3.1%	3,769	3,887	118	3.1%	-
Books	998	1,018	20	2.0%	998	1,018	20	2.0%	998	1,018	20	2.0%	-
<b>Total - Other Rate Increases</b>	<b>\$ 10,166</b>	<b>\$ 10,412</b>	<b>\$ 246</b>	<b>2.4%</b>	<b>\$ 10,166</b>	<b>\$ 10,412</b>	<b>\$ 246</b>	<b>2.4%</b>	<b>\$ 10,166</b>	<b>\$ 10,412</b>	<b>\$ 246</b>	<b>2.4%</b>	<b>\$ 500,000</b>
<b>Total Tuition, Fees, and Other</b>	<b>\$ 14,079</b>	<b>\$ 14,789</b>	<b>\$ 710</b>	<b>5.0%</b>	<b>\$ 15,381</b>	<b>\$ 16,247</b>	<b>\$ 866</b>	<b>5.6%</b>	<b>\$ 15,750</b>	<b>\$ 16,659</b>	<b>\$ 909</b>	<b>5.8%</b>	<b>\$ 24,000,000</b>

<sup>1</sup> Beginning with Fall 2012, the prior building and capital improvement fee will be combined to become the capital improvement fee as reflected here, per Florida House Bill 5201.

<sup>2</sup> The revenue generated by the increase in tuition plus tuition differential includes Summer 2012 hours at Fall 2011 rates and excludes waiver usage.



Board of Trustees  
**Finance and Facilities Committee Meeting**  
April 18, 2011

**MINUTES**

**CALL TO ORDER**

Trustee Olga M. Calvet, chair of the Finance and Facilities Committee, called the meeting to order at 8:30 a.m. Committee member Ida Cook was present. Committee members Robert Garvy, Marcos Marchena, and Matt McCann attended via teleconference. Trustee Michael Grindstaff also attended via teleconference.

**MINUTES APPROVAL**

The minutes of the January 17 and January 26, 2012, Finance and Facilities Committee meeting were approved as submitted. The February 15, 2012, minutes were approved with the following correction: For the Internal Revenue Service Audit update, the last sentence that reads "The audit covered the years 2007-08, 2008-09, and part of 2009-10" should read "The audit covered the years 2007-08, 2008-09, and 2009-10."

**OLD BUSINESS**

Neutral Host Distributed Antenna System (FFC-1)

Tony G. Waldrop, Provost and Executive Vice President, commented that the Neutral Host Distributed Antenna System was brought forth previously to the committee. Joel Hartman, Vice Provost for Information Technologies and Resources and CIO, presented the item. The committee unanimously approved the project.

2010-11 Audited Financial Statements

William F. Merck II, Vice President for Administration and Finance and Chief Financial Officer, reported that in the fall of 2011 the draft 2010-11 Audited Financial Statements was presented to the trustees. Tracy Clark, Assistant Vice President for Finance and Controller, added that there were only minor changes to the final printed report currently being received by the committee.

**NEW BUSINESS**

2012-13 Creative School for Children Tuition increases (FFC-2)

Maribeth Ehasz, Vice President for Student Development and Enrollment Services, presented the proposed 2012-13 Creative School for Children's Tuition increase, which the committee unanimously approved.

Administrative Fees for Study Abroad Programs increases (FFC-3)

Waldrop presented the proposed study abroad fee increase from \$250 to \$350. The \$250 administrative fee was implemented in October 1998 and has not changed. Student enrollment in the study abroad programs has increased from 214 students in 2007 to over 700 students today. The proposed fee increase to \$350 will help cover all administrative costs associated with the program. The committee unanimously approved the fee increase.



2012-13 College of Medicine Faculty Practice Plan budget (FFC-4)

Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, and Scott S. Sumner, Associate Dean of the College of Medicine, presented the proposed 2012-13 College of Medicine's Faculty Practice Plan budget, which the committee unanimously approved.

Chair Calvet appointed Trustee Ida Cook as Acting Chair for the remainder of the meeting.

Minor Amendment to the 2010 Campus Master Plan (FFC-5)

Merck reviewed the plan to add 5,526 gross square feet of space to the Center for Multilingual and Multicultural Studies building to accommodate the increase in international students attending the Intensive English program. This amendment constitutes a minor amendment that needs only Board of Trustees approval for adoption, which the committee unanimously approved.

College of Medicine presentation review

German gave a presentation on the history and current status of the College of Medicine.

University and DSO debt presentation

John C. Pittman, Assistant Vice President for Debt Management, gave a presentation on the history and current debt of the university.

University and DSO debt report

Merck reported that the University and DSO debt report was provided as an information item. Trustee Marchena inquired about bond coverage ratios for the University and DSO bonds and requested to see the actual coverage ratios for the outstanding bonds. Pittman will update the debt report to show this information for future reports.

DSO's 2010-11 second-quarter financial reports

Merck reported that the DSO's 2010-11 second-quarter financial reports were provided as information items.

Rosen budget response

Merck reported on several of the questions previously asked by Trustee Rosen including energy, distance learning, debt, volunteer services, and payroll savings.

Acting Chair Cook adjourned the Finance and Facilities Committee meeting at 10:47 a.m.

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

5-7-12  
Date

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** Capital Improvement Trust Fund

**DATE:** May 24, 2012

---

**PROPOSED COMMITTEE ACTION**

Approval of an increase in the Capital Improvement Trust Fund fee.

**BACKGROUND INFORMATION**

HB 5201 provides for fall 2012 increases to the Capital Improvement Trust Fund Fee. Any increase in the fee beyond \$4.76 must be first recommended by a Capital Improvement Fee committee, at least half of whom are students appointed by the student body president, the remaining half being appointed by the university president and a chair, jointly appointed by the university president, and the student body president. An increase in the fee must be approved by the university board of trustees, may occur only once each fiscal year, and must be implemented beginning with the fall term. The fee may not exceed 10 percent of the tuition for resident students, or 10 percent of the sum of tuition and out-of-state fees for nonresident students. The fee shall be limited to an increase of \$2 per credit hour over the prior year, and any proposed fee increases or decreases must be approved by the Board of Governors.

The Board of Trustees approved a plan for future allocations of the Capital Improvement Trust Fund at the May 20, 2010 meeting. Priorities for funding include Lake Claire renovation, construction of a new facility for the Creative School for Children, construction of a new Student Union II facility, and additional outdoor recreation fields. These projects totaled \$25 million.

The Board of Governors' staff members have estimated that UCF will receive a projected allocation of \$25.4 million in 2012 if the Capital Improvement Trust Fund fee is raised to the maximum \$2 per credit hour. Without an increase, the allocation to UCF is estimated to be \$7.5 million. Further estimates indicate that raising the Capital Improvement Trust Fund fee in future years by the maximum \$2 per credit hour could generate approximately \$18 million each year.

A Capital Improvement Trust Fund committee was formed and recommends an increase in the Capital Improvement Trust Fund fee by \$2.00 effective this fall 2012 to support the projects

approved by the board in 2010 and to support the design and development of the John C. Hitt Library. Future Capital Improvement Trust Fund fee increases will be used to complete the Library renovation and development.

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**Supporting documentation:**

**Prepared by:** Maribeth Ehasz, Vice President for Student Development  
and Enrollment Services

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

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** 2012-13 Tuition and Fee Amendments to University Regulation UCF-9.001

**DATE:** May 24, 2012

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**PROPOSED COMMITTEE ACTION**

Approve amendments to University Regulation UCF-9.001 to establish tuition and fees for the 2012-13 academic year.

**BACKGROUND INFORMATION**

The Florida Board of Governors, BOG Regulation 1.001(6)(b), requires the University Board of Trustees to establish tuition and fees in accordance with Board regulations. House Bill 5001 Section 2 sets the maximum undergraduate tuition at \$103.32 per credit hour, a zero percent increase. Board of Governors' Regulation 7.001 delegates to the Board of Trustees the authority to establish the University of Central Florida Medical School annual tuition rate.

Therefore, revisions to the tuition regulation reflect the revised calculation of tuition, non-resident fees, associated fees, tuition differential, distance learning fee, and the Medical School annual tuition fees.

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**Supporting documentation:** Regulation UCF-9.001 (Attachment A)

**Prepared by:** Tracy Clark, Assistant Vice President for Administration and Finance and  
University Controller  
Christy Tant, Senior Associate Controller, Finance and Accounting

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

# Attachment A

## **UCF-9.001 Schedule of Tuition and Fees.**

(1) All students shall pay resident or non-resident tuition, as applicable, and associated fees. Tuition shall be defined as the basic fee charged to a student for instruction in credit courses at the University of Central Florida. Non-resident tuition shall be defined as the basic fee and the out-of-state fee assessed to non-resident students for instruction in credit courses at the University of Central Florida. Only those students who qualify as a Florida resident as defined in BOG Regulation 7.005 shall not be assessed the out-of-state fee.

(2) Associated fees shall include the following:

(a) Tuition differential (applied to undergraduate courses only);

(b) Student Financial Aid Fee;

(c) Capital Improvement Trust Fund Fee;

(d) Health Fee;

(e) Athletic Fee;

(f) Activity and Service Fee;

(g) Transportation Access Fee; and

(h) Non-resident Student Financial Aid Fee (if student is not a Florida resident).

(3) In addition to the fees listed above, a Distance Learning Course Fee of \$18.00 per credit hour will be assessed for online Web-based courses.

(4) Registration shall be defined as consisting of two components:

(a) Formal enrollment in one or more credit courses approved and scheduled by the university; and

(b) Payment or other appropriate arrangement for payment (installment, deferment, or third party billing) of tuition and associated fees for the courses in which the student is enrolled as of the end of the drop and add period.

(5) Tuition and associated fees liability shall be defined as the liability for the payment of tuition and associated fees incurred at the point at which the student has completed registration.

(6) The following tuition and associated fees shall be levied and collected effective the fall semester indicated for each student regularly enrolled, unless provided otherwise by law or in this chapter.

(a) Students will be assessed the following tuition and associated fees per credit hour:

# Attachment A

FALL 2012

For All Programs Except Doctor of Physical Therapy and Doctor of Medicine (amounts per credit hour):

Fee	Undergraduate		Graduate	
	Resident	Non-Resident	Resident	Non-Resident
Tuition	\$103.32	\$103.32	\$288.16	\$288.16
Tuition Differential	\$44.20	\$44.20		
Out-of-State Fee		\$511.06		\$785.15
Student Financial Aid Fee	\$5.16	\$5.16	\$14.40	\$14.40
Non-Resident Financial Aid Fee		\$25.55		\$39.25
Capital Improvement Trust Fund Fee	\$6.76	6.76	\$6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10	\$9.10	\$9.10
Activity and Service Fee	\$10.79	\$10.79	\$10.79	\$10.79
Athletic Fee	\$13.44	\$13.44	\$13.44	\$13.44
Health Fee	\$10.30	\$10.30	\$10.30	\$10.30
Technology Fee	\$5.16	\$5.16	\$14.40	\$14.40
Total	\$208.23	\$744.84	\$367.35	\$1,191.75

Doctor of Physical Therapy (amounts per credit hour):

Graduate

Fee	Resident	Non-Resident
Tuition	\$494.50	\$494.50
Out-of-State Fee		\$785.15
Student Financial Aid Fee	\$24.72	\$24.72
Non-resident Financial Aid Fee		\$39.25
Capital Improvement Trust Fund Fee	6.76	\$6.76
Transportation Access Fee	\$9.10	\$9.10
Activity and Service Fee	\$10.79	\$10.79
Athletic Fee	\$13.44	\$13.44
Health Fee	\$10.30	\$10.30
Technology Fee	\$24.72	\$24.72
Total	\$594.33	\$1,418.73



# Attachment A

Doctor of Medicine (annual amounts):

## Graduate

Fee	Resident	Non-Resident
Tuition	\$22,915.60	\$22,915.60
Out-of-State Fee		\$26,681.60
Student Financial Aid Fee	\$1,145.60	\$1,145.60
Non-resident Financial Aid Fee		\$1,334.00
Capital Improvement Trust Fund Fee	190.40	\$190.40
,		
Transportation Access Fee	\$364.00	\$364.00
Activity and Service Fee	\$431.60	\$431.60
Athletic Fee	\$537.60	\$537.60
Health Fee	\$412.00	\$412.00
Technology Fee	\$206.40	\$206.40
Equipment Fee	\$601.00	\$601.00
Total	\$26,804.20	\$54,819.80

(b) Pursuant to Section 1009.285 F.S., each student enrolled in the same undergraduate course more than twice shall be assessed an additional \$120.24 per credit hour charge, in addition to the fees outlined above for each such course.

(7) Students are required to pay an excess hours surcharge for each credit hour in excess of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled. The excess hour surcharge shall become effective for students who enter a state university for the first time and maintain continuous enrollment as follows:

(a) For students who enter a state university for the first time in the Fall 2009 semester or any academic term thereafter up to and including Summer 2011, the University shall require the student to pay an excess hour surcharge equal to 50 percent of the tuition rate for each credit hour in excess of 120 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(b) For students who enter a state university for the first time in the Fall 2011 semester or any academic term thereafter up to and including Summer 2012, the University shall require the student to pay an excess hours surcharge equal to 100 percent of the tuition rate for each credit hour in excess of 115 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

(c) For students who enter a state university for the first time in the Fall 2012 semester or thereafter, the University shall require the student to pay an excess hours surcharge equal to 100 percent of

# Attachment A

the tuition rate for each credit hour in excess of 110 percent of the number of credit hours required to complete the baccalaureate degree program in which the student is enrolled.

*Authority: BOG Regulations 1.001 and 7.001; General Appropriations Act, 2011. History–New 9-25-02, Amended 12-8-03, 11-22-05, 6-27-06, 8-27-07, 12-07-07, 8-19-08, Formerly 6C7-9.001, Amended 6-22-09, 8-12-10, 7-6-11, 9-15-11.*

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** Amendment to University Regulation UCF-9.006 Miscellaneous Fees

**DATE:** May 24, 2011

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**PROPOSED COMMITTEE ACTION**

Approval of an amendment to the university regulation on Miscellaneous Fees to make the convenience fee, currently fixed, a variable fee. This regulation includes a number of fees charged by the university at a set rate, such as the application fee and the orientation fee, as well as fees charged for the cost of certain items or services, such as binding costs and costs for lost equipment or library materials. The amendment proposes to change the convenience fee to a variable fee so that the university can charge a fee for the use of credit cards at the different rates that are charged to the university by the credit card companies.

**BACKGROUND INFORMATION**

The Florida Board of Governors, BOG Regulation 7.003, allows the University Board of Trustees to establish a convenience fee to cover the cost of accepting payments by credit cards, charge cards, and debit cards.

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**Supporting documentation:**

University Regulation UCF-9.006 (Attachment A)

**Prepared by:** Youndy Cook, Associate General Counsel  
Dan Mayo, Associate Controller

**Submitted by:** Scott Cole, Vice President and General Counsel

**UCF-9.006 Miscellaneous Fees.**

- (1) The University of Central Florida Board of Trustees has established the fees set forth in this regulation. The fees listed are in addition to the fees set forth in other University of Central Florida regulations and other charges that are authorized by law. “Cost” as used in this regulation includes any increased costs to the University that are directly related to the delivery of the goods and services.
- (2) Application fees – up to \$30. An individual who applies for admission to the University of Central Florida shall pay the non-refundable application fee set by the University for the type of admission sought (e.g., undergraduate, graduate, medical, etc.). This fee may be waived for applicants who provide documentation that they have received a fee waiver because of economic need.
- (3) Non-Refundable Undergraduate Admissions Deposit.
  - (a) The University will assess to each applicant a non-refundable admissions deposit of \$200.
  - (b) The President or designee shall waive the undergraduate non-refundable admissions deposit for applicants who document that they have a financial hardship. To be eligible for a financial hardship waiver, a student shall apply for federal financial assistance by submitting a valid Free Application for Federal Student Aid (FAFSA) to the United States Department of Education in accordance with 34 C.F.R. Part 668.
  - (c) A “financial hardship” is defined as an Expected Family Contribution (EFC) of zero for the academic year on the applicant’s Student Aid Report after requesting and accepting all types of financial assistance. A financial hardship also will be

## Attachment A

found to exist for applicants who document that they have received a fee waiver because of economic need as determined by the College Board or the American College Testing Program.

- (4) Library overdue fines – The university library assesses fines to encourage prompt return of overdue materials. Fines are higher for recalled items, course reserves, and certain short loan materials (DVDs, VHS videos, etc.) that are in high demand. Information regarding specific fines is available from the Library or at the Circulation Services section of the University Libraries webpage.
- (5) Late equipment fees – variable.
- (6) Duplicating/photocopying fees – variable.
- (7) Standardized test (GRE, URE, etc.) fees will consist of the costs of administering the test.
- (8) Thesis and dissertation – Binding fee-cost; microfilm fee-cost; copyright fee-cost.
- (9) Damaged, breakage and lost library materials; lost keys (includes cylinder change); equipment, materials, and facilities damage, breakage and loss – cost of repair and/or replacement. If damaged or lost materials are the result of misconduct, a fine or other disciplinary action may be imposed.
- (10) Interlibrary loans/literature searches – cost.
- (11) Orientation fee – \$35.
- (12) Transcript fee – variable, not to exceed \$10.
- (13) Diploma replacement fee – variable, not to exceed \$10 per item.
- (14) Housing rental rates – variable.
- (15) Miscellaneous health related charges for services provided at the Student Health Center that are not covered by the Student Health Fee set forth in Regulation UCF-9.001 – cost.

## Attachment A

- (16) Facilities and Equipment Use Costs – variable.
- (17) Registration of Zero Hours – Such registration provides for examinations, co-ops, internships, graduations, use of facilities, etc., when deemed appropriate by the University. The student is assessed Resident tuition and all associated fees for one credit hour. The Zero Credit Fee shall be distributed in the same manner as tuition.
- (18) Auditing – The student is assessed the applicable resident or non-resident tuition costs as set forth in Regulation UCF-9.001 for the audited course.
- (19) Off-campus educational activities – The President or President’s designee will establish fees for off-campus course offerings when the location results in specific identifiable increased costs to the University. These fees will be in addition to the regular tuition and fees charged to students enrolling in these courses on-campus. The additional fees charged are for the purpose of recovering the increased costs resulting from off-campus vis-à-vis on campus offerings. As used herein, “off-campus” refers to locations other than regular main campus, branch campuses, and centers.
- (20) Security, access, or identification cards – Annual cost up to \$10; up to \$15 for each replacement card.
- (21) Late registration fee – up to \$100 but at least \$50.
- (22) Late payment fee – up to \$100 but at least \$50. A late payment fee will be imposed on students who fail to pay or fail to make appropriate arrangements to pay by the payment deadline.
- (23) Material and supply fees – variable. These fees are assessed to offset the cost of materials or supply items which are consumed in the course of the student’s instructional activities, but shall not include the cost of equipment and equipment repairs and maintenance.



## Attachment A

- (24) Parking fines, permits, and decals – variable.
- (25) Returned check fee – variable. A service charge in accordance with s. 832.07(1), F.S., for unpaid checks returned to the university.
- (26) Collection costs – variable. A charge representing the reasonable costs of collection efforts to effect payment for overdue accounts.
- (27) Incidental non-academic services – variable. This could include such things as fees for duplication services, printing services, replacement keys, copyright material charges, and standardized test fees.
- (28) International student service fee.
- (29) Convenience fee —~~\$10~~varies. This is a fee to cover the transaction costs of accepting payments by credit card, charge card, or debit card.

*Authority: Florida Board of Governors Regulation 1.001 and 7.003; Sec. 1009.24, F.S. History-New 7-13-11, \_\_\_\_\_-12.*

# **University of Central Florida Operating Budget Status**

**March 31, 2012**

## ***Year-to-Date Activity and Variances***

The attached reports include revenues and expenditures for the nine months ending March 31, 2012, compared to the operating budget. Student credit hours are slightly below the enrollment plan by 1.6 percent and exceeded the prior year by 3.7 percent. Revenue and expenditures as a percentage of budget are slightly lower than last year. Specific activities and variances in certain budget categories are described below.

### Educational & General

The Education & General (E&G) budget includes expenditures for instructional activities and related administrative support. Revenue sources include general revenue, Educational Enhancement Funds (lottery), and student fees. E&G student fees include tuition and out-of-state fees.

E&G revenues have decreased by \$2.6 million primarily due to:

- \$27.4 million increase in student tuition and fees
- \$1.0 million increase in interest income
- \$16.7 million decrease in state appropriations
- \$14.3 million decrease in American Recovery and Reinvestment Act funds.

E&G expenditures have increased by \$4.1 million primarily due to:

- \$3.8 million increase in compensation and benefits
- \$3.0 million decrease in funding transfers from auxiliary (distance learning fees) to E&G
- \$1.4 million increase in transfers to student financial aid
- \$3.0 million decrease due to lower prepaid Boggy Creek Improvement district tax assessment to fund UCF's share of the Lake Nona infrastructure capital improvement plan.

### Medical School

Expenditures and revenues as a percent of the operating budget are 41 percent and 59 percent, respectively. Medical school revenues increased by \$2.4 million primarily due to increased student fee revenues of \$1.8 million and increased state appropriations of \$0.5 million.

Medical school expenditures are consistent with prior year.

# **University of Central Florida Operating Budget Status**

**March 31, 2012**

## Auxiliary Enterprises

Revenues increased \$7.7 million primarily due to the following:

- \$4.2 million increase in student fees
- \$3.3 million increase related to bond proceeds and other funding transfers for the Academic Village expansion, Greek Housing expansion, and the Quadrangle building
- \$1.5 million increase related to parking decal sales, investment earnings, and a new Teach Live program offered by the College of Education
- \$1.7 million increase in continuing education revenue primarily due to an increase in the number of students attending the Intensive English Program
- \$3.4 million decrease in computer store sales.

Expenditures decreased by \$5.7 million primarily due to the following:

- \$3.3 million increase for Parking Services to fund construction of the Parking Garage VII project and for increased shuttle services
- \$1.5 million increase in compensation and benefits due to new Pegasus Health Clinic employees
- \$3.7 million decrease related to the prior year payments for the classroom buildings at Valencia College
- \$3.5 million decrease in computer store re-sale expenditures due to prior year purchases for the College of Medicine, Recreation and Wellness Center, Physical Science building, Performing Arts building, and Partnership buildings
- \$3.5 million decrease in transfers to E&G primarily due to prior year Auxiliary funding from Distance Learning to Computer Services and Telecommunications for software, hardware, database, networking, and storage support.

## Sponsored Research

Revenues increased \$7.2 million due to the following:

- \$3.3 million increase in federal grants primarily within the College of Medicine, Florida Solar Energy Center, and the Office of Research
- \$2.7 million increase in private grants primarily due to the College of Medicine, Florida Solar Energy Center, Physics, and Electrical Engineering and Computer Science
- \$1.4 million increase in overhead revenue.

# **University of Central Florida Operating Budget Status**

**March 31, 2012**

Expenses increased \$19.9 million primarily due to the following:

- \$15.1 million for the Lake Nona land purchase
- \$3.7 million increase in contract and service fees for the College of Medicine, Advanced Training System Simulation Center, Florida Solar Energy Center, and various other departments
- \$3.1 million for purchase and installation of solar panels for the SunSmart Schools Emergency Shelter program
- \$1.4 million decrease in compensation and benefits.

## Student Financial Aid

Revenues increased \$22.1 million primarily due to the following:

- \$24.4 million net increase in student Direct Lending and Stafford loans
- \$12.4 million increase in federal Pell grants
- \$12.1 million decrease in Bright Futures.

Expenditures increased \$23.7 million primarily due to an increase in need-based student awards.

## Student Activities

Revenue for student activities includes the Activity and Service Fee charged to students per credit hour and revenue generated from the operation of the Student Union and the Recreation and Wellness Center. Revenues increased by \$.8 million from the prior year primarily due to increased student fees. The expenditure budget incorporates this revenue plus any funds remaining from the prior year. Expenditures increased by \$1 million primarily due to an increase in Student Assistants for the new Recreation and Wellness Outdoor Adventure division and the security camera installations in the Student Union. Expenditures as a percent of the budget are consistent with the prior year.

## Technology Fee

Revenues from the technology fee were \$7.6 million, an increase of \$.8 million. Total expenditures increased \$.4 million. Current year revenue as a percent of budget is lower than the prior year because the budget includes planned expenditures of revenue earned in previous years.

# University of Central Florida

## Operating Budget Report

as of March 31, 2012 (75% of year)

### *Fiscal Year 2012*

	Revenue	Expenditures	Expenditure Budget	% of Budget Spent	Revenue as % of Budget	Revenue less Expenditures	Fund Balance (as of July 1)
Educational & General	\$ 374,779,965	\$ 313,831,298	\$ 624,363,437	50.3%	60.0%	\$ 60,948,667	\$ 182,885,806
Medical School	21,148,658	14,737,260	35,946,138	41.0%	58.8%	6,411,398	8,375,781
Auxiliary Enterprises	111,310,856	90,756,647	172,101,864	52.7%	64.7%	20,554,209	101,273,349
Sponsored Research	97,495,953	108,462,020	152,517,750	71.1%	63.9%	(10,966,067)	41,201,181
Student Financial Aid	387,621,974	387,971,358	526,837,052	73.6%	73.6%	(349,384)	26,956,026
Student Activities	15,210,474	12,528,120	19,919,638	62.9%	76.4%	2,682,354	8,455,935
Concessions	326,990	256,643	420,000	61.1%	77.9%	70,347	488,684
Technology Fee	7,640,872	4,842,068	13,000,000	37.2%	58.8%	2,798,804	5,486,887
	<u>\$ 1,015,535,742</u>	<u>\$ 933,385,414</u>	<u>\$ 1,545,105,879</u>	<u>60.4%</u>	<u>65.7%</u>	<u>\$ 82,150,328</u>	<u>\$ 375,123,649</u>

### *Fiscal Year 2011*

	Revenue	Expenditures	Expenditure Budget	% of Budget Spent	Revenue as % of Budget	Revenue less Expenditures	Fund Balance (as of July 1)
Educational & General	\$ 377,340,376	\$ 309,780,442	\$ 596,887,121	51.9%	63.2%	\$ 67,559,935	\$ 153,260,059
Medical School	18,698,708	14,703,070	28,608,223	51.4%	65.4%	3,995,638	6,022,945
Auxiliary Enterprises	103,587,128	96,439,063	155,523,146	62.0%	66.6%	7,148,065	100,985,634
Sponsored Research	90,297,690	88,551,771	160,545,000	55.2%	56.2%	1,745,919	43,545,405
Student Financial Aid	365,494,320	364,292,146	414,112,625	88.0%	88.3%	1,202,174	25,620,386
Student Activities	14,417,652	11,480,266	18,362,001	62.5%	78.5%	2,937,386	6,968,384
Concessions	44,225	226,849	480,000	47.3%	9.2%	(182,624)	769,875
Technology Fee	6,797,234	4,463,604	7,500,000	59.5%	90.6%	2,333,630	3,595,085
	<u>\$ 976,677,333</u>	<u>\$ 889,937,211</u>	<u>\$ 1,382,018,116</u>	<u>64.4%</u>	<u>70.7%</u>	<u>\$ 86,740,123</u>	<u>\$ 340,767,773</u>

# University of Central Florida

## Operating Expenditure Report

as of March 31, 2012 (75% of year)

### *Fiscal Year 2012*

	Expenditures - Amount				
	Salaries and Benefits	Expenses	Capital Purchases	Debt Service	Total
Educational & General	\$ 223,806,956	\$ 82,565,852	\$ 6,953,015	\$ 505,475	\$ 313,831,298
Medical School	11,874,339	2,751,630	111,291	-	14,737,260
Auxiliary Enterprises	28,613,402	52,455,179	2,205,910	7,482,156	90,756,647
Sponsored Research	40,731,430	46,763,343	20,967,671	(424)	108,462,020
Student Financial Aid	1,672,958	386,298,400	-	-	387,971,358
Student Activities	6,189,035	6,270,566	68,519	-	12,528,120
Concessions	106	256,537	-	-	256,643
Technology Fee	1,769	3,349,535	1,490,764	-	4,842,068
	<u>\$ 312,889,995</u>	<u>\$ 580,711,042</u>	<u>\$ 31,797,170</u>	<u>\$ 7,987,207</u>	<u>\$ 933,385,414</u>

Expenditures - Percent of Total				
Salaries and Benefits	Expenses	Capital Purchases	Debt Service	Total
71.3%	26.3%	2.2%	0.2%	100.0%
80.6%	18.7%	0.8%	-	100.0%
31.5%	57.8%	2.4%	8.2%	100.0%
37.6%	43.1%	19.3%	0.0%	100.0%
0.4%	99.6%	-	-	100.0%
49.4%	50.1%	0.5%	-	100.0%
0.0%	100.0%	-	-	100.0%
0.0%	69.2%	30.8%	-	100.0%
33.5%	62.2%	3.4%	0.9%	100.0%

### *Fiscal Year 2011*

	Expenditures - Amount				
	Salaries and Benefits	Expenses	Capital Purchases	Debt Service	Total
Educational & General	\$ 220,030,250	\$ 73,435,911	\$ 15,809,331	\$ 504,949	\$ 309,780,442
Medical School	11,185,715	2,868,813	648,541	-	14,703,070
Auxiliary Enterprises	27,031,789	58,733,629	3,029,958	7,643,686	96,439,063
Sponsored Research	42,119,684	42,341,389	4,082,200	8,499	88,551,771
Student Financial Aid	2,008,343	362,283,803	-	-	364,292,146
Student Activities	5,597,514	5,520,836	361,916	-	11,480,266
Concessions	1,427	225,422	-	-	226,849
Technology Fee	364	3,176,211	1,287,029	-	4,463,604
	<u>\$ 307,975,087</u>	<u>\$ 548,586,015</u>	<u>\$ 25,218,976</u>	<u>\$ 8,157,133</u>	<u>\$ 889,937,211</u>

Expenditures - Percent of Total				
Salaries and Benefits	Expenses	Capital Purchases	Debt Service	Total
71.0%	23.7%	5.1%	0.2%	100.0%
76.1%	19.5%	4.4%	-	100.0%
28.0%	60.9%	3.1%	7.9%	100.0%
47.6%	47.8%	4.6%	0.0%	100.0%
0.6%	99.4%	-	-	100.0%
48.8%	48.1%	3.2%	-	100.0%
0.6%	99.4%	-	-	100.0%
0.0%	71.2%	28.8%	-	100.0%
34.6%	61.6%	2.8%	0.9%	100.0%

# University of Central Florida

## Operating Budget Report

as of March 31, 2012 (75% of year)

Statistical Information<sup>1</sup>

### *Student Credit Hours<sup>2</sup>*

#### *Actual Compared to UCF Plan*

	Fiscal Year 2012			
	Actual	Plan	Difference	% Variance
Summer	232,108	228,610	3,498	1.5%
Fall	647,221	660,196	(12,975)	-2.0%
Spring	623,944	638,335	(14,391)	-2.3%
	1,503,273	1,527,141	(23,869)	-1.6%

#### *Current Year Compared to Prior Year*

	2011-12	2010-11	Difference	% Variance
Summer	232,108	218,087	14,021	6.4%
Fall	647,221	624,533	22,688	3.6%
Spring	623,944	606,495	17,449	2.9%
	1,503,273	1,449,115	54,158	3.7%

Fiscal Year 2011			
Actual	Plan	Difference	% Variance
218,087	211,477	6,610	3.1%
624,533	620,969	3,564	0.6%
606,495	604,346	2,149	0.4%
1,449,115	1,436,792	12,323	0.9%

2010-11	2009-10	Difference	% Variance
218,087	204,472	13,615	6.7%
624,533	594,411	30,122	5.1%
606,495	579,626	26,869	4.6%
1,449,115	1,378,509	70,606	5.1%

### *Additional Statistical Information*

	2011-12	2010-11	Difference	% Variance
Student headcount - Fall 2011 and 2010	58,698	56,337	2,361	4.2%
Percent in-state students - Fall 2011 and 2010	95.1%	95.3%	-0.2%	-0.2%
Foundation endowment - June 30, 2011, and 2010	\$ 125,668,734	\$ 102,098,144	\$ 23,570,590	23.1%
Foundation assets - June 30, 2011, and 2010	\$ 245,947,887	\$ 225,958,256	\$ 19,989,631	8.8%
On-campus Housing, including Greek Housing	6,147			
Rosen Campus housing	388			
Affiliated housing	3,741			
Gross square footage - Orlando Campus	9,104,326			
Acreage - Orlando Campus	1,415			

<sup>1</sup> Spring 2012 is preliminary information as reported by the Office of Institutional Research.

<sup>2</sup> Medical students are not included in actual and plan student credit hours.



# University of Central Florida

## Operating Budget Status

### Explanation of Terms

#### *Budgets*

**Educational & General.** The Educational & General budget includes expenditures for instructional activities and related administrative support. This budget is funded by general revenue, Educational Enhancement Funds, and student fees. E&G student fees include tuition and out-of-state fees.

**Auxiliary Enterprises.** Auxiliary enterprises include those activities that are not instructional in nature but support the operation of the university. The primary auxiliary areas include Housing, Student Health Services, Parking Services, Computer Store, Telecommunications, Continuing Education, Dining Services, and the Bookstore. The auxiliaries must generate adequate revenue to cover expenditures and allow for future renovations and building or equipment replacement, if applicable. Several of the auxiliaries are partially or wholly funded by student fees, including Student Health Services, Parking Services and Material and Supply Fees.

**Sponsored Research.** Sponsored research includes research activities that are funded by federal, state, local, and private funds.

**Student Financial Aid.** The student financial aid budget largely represents scholarship and loan funds that are received by the university and subsequently disbursed to students. Large disbursements of these funds occur at the beginning of the fall and spring semesters. The expenditures in this budget will, therefore, not coincide with the months remaining in the year.

**Student Activities.** The student activities budget is funded by the Activity and Service Fee paid by the students and includes expenditures for student government and student clubs and organizations. This budget also includes all expenditures for the Student Union and the Recreation and Wellness Center. Expenditures for these entities are funded by the Activity and Service Fee and by revenue generated through functions in the facilities.

**Concessions.** The concessions budget is funded from vending machine revenue. These funds are used for events and other expenditures that support the university.

**Technology Fee.** The technology fee was established in January 2009 as allowed by Florida Statute 1009.24. The university began charging 5 percent of the tuition per credit hour beginning in the fall term of the 2009-10 academic year. A committee and guidelines for the allocation and use of the technology resources was established. The revenue from this fee will be used to enhance instructional technology resources for students and faculty.

# University of Central Florida

## Operating Budget Status

### Explanation of Terms

#### *Expenditure Categories*

**Salaries and Benefits.** Salaries and benefits include salary payments, along with employer benefit costs, including FICA, health insurance, life insurance, disability insurance, and pre-tax benefits. Benefits are approximately 27 percent of salaries for permanent employees.

**Expenses.** Expenses include office supplies, repairs, maintenance costs, contract services, and all other items not included as salaries, capital purchases, or debt service.

**Capital Purchases.** Capital purchases include personal property with a value of \$5,000 or more and Library resources with a value of \$250 or more, and an expected life of one year or more. The threshold at which tangible personal property is capitalized was increased on July 1, 2011, from \$1,000 to \$5,000 and Library resources from \$25 to \$250.

**Debt Service.** Debt service includes principal and interest payments on bonds and other loans within the university.

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** 2012-13 University Operating Budget

**DATE:** May 24, 2012

---

**PROPOSED COMMITTEE ACTION**

Approval of the university's 2012-13 operating budget.

**BACKGROUND INFORMATION**

We request approval of the operating budgets for the Educational & General, Medical School, Auxiliary Enterprises, Sponsored Research, Student Financial Aid, Student Activities, Technology Fee, and Concessions areas as indicated in Attachment A.

The Educational & General and Medical School budgets reflect the amounts proposed by the legislature and are subject to approval by the governor. All other budgets were compiled using requests from individual departments and a review of expected revenue, expenditures, and fund balances for each area.

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**Supporting documentation:** 2012-13 Proposed Operating Budget (Attachment A)  
Changes in E&G Funding (Attachment B)  
Auxiliary Enterprises Proposed Operating Budget (Attachment C)  
Summary of 2011-12 Expenditures (Attachment D)

**Prepared by:** Tracy Clark, Assistant Vice President for Administration and Finance and  
University Controller  
Christy Tant, Senior Associate Controller, Finance and Accounting

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

# Attachment A

## University of Central Florida

### 2012-13 Proposed Operating Budget

	2012-13 Proposed Budget	2011-12 BOT Approved Budget <sup>1</sup>	% Increase (Decrease)	\$ Increase (Decrease)
<b>Educational &amp; General (E&amp;G)</b>				
General Revenue <sup>2</sup>	\$ 144,360,241	\$ 194,206,851	-26%	\$ (49,846,610)
Lottery <sup>2</sup>	24,076,978	29,036,714	-17%	(4,959,736)
Student Tuition and Fees <sup>2</sup>	246,682,141	221,204,871	12%	25,477,270
<b>Total Educational and General</b>	<b>\$ 415,119,360</b>	<b>\$ 444,448,436</b>	<b>-7%</b>	<b>\$ (29,329,076)</b>
<b>Medical School (E&amp;G)</b>				
General Revenue <sup>2</sup>	\$ 22,894,755	\$ 22,115,382	4%	\$ 779,373
Student Tuition and Fees <sup>2</sup>	8,180,191	4,729,709	73%	3,450,482
<b>Total Educational and General</b>	<b>\$ 31,074,946</b>	<b>\$ 26,845,091</b>	<b>16%</b>	<b>\$ 4,229,855</b>
<b>Auxiliary Enterprises <sup>3</sup></b>	<b>\$ 174,983,999</b>	<b>\$ 172,101,864</b>	<b>2%</b>	<b>\$ 2,882,135</b>
<b>Sponsored Research <sup>4</sup></b>	<b>154,597,904</b>	<b>152,517,750</b>	<b>1%</b>	<b>2,080,154</b>
<b>Student Financial Aid <sup>5</sup></b>	<b>539,721,705</b>	<b>526,837,052</b>	<b>2%</b>	<b>12,884,653</b>
<b>Student Activities <sup>6</sup></b>	<b>22,186,188</b>	<b>19,919,638</b>	<b>11%</b>	<b>2,266,550</b>
<b>Technology Fee <sup>7</sup></b>	<b>11,075,000</b>	<b>13,000,000</b>	<b>-15%</b>	<b>(1,925,000)</b>
<b>Concessions <sup>8</sup></b>	<b>380,000</b>	<b>420,000</b>	<b>-10%</b>	<b>(40,000)</b>
<b>Total Operating Budget</b>	<b>\$ 1,349,139,102</b>	<b>\$ 1,356,089,831</b>	<b>-1%</b>	<b>\$ (6,950,729)</b>

<sup>1</sup> Represents the operating budget approved by the Board of Trustees on May 26, 2011, adjusted for mid-year amendments received from the Board of Governors.

<sup>2</sup> See Attachment B for detail of the changes in these budgets.

<sup>3</sup> Detail for this budget is included in Attachment C.

<sup>4</sup> The increase is a result of an anticipated increase in grant funding.

<sup>5</sup> The increase in Student Financial Aid budget is due to the expected increases in student demand as well as increases in federal loan and grant funds available for student aid.

<sup>6</sup> Expenditures in this budget are supported by Activity and Service Fee revenue. The increase is based on an anticipated enrollment increase as well as estimated funds of \$2.2 million remaining at June 30, 2012.

<sup>7</sup> This budget is for the expenditures in support of the enhancement of instructional technology resources for students and faculty. The budget includes planned expenditures of 2012-13 fee revenue plus approximately \$7 million to complete projects funded by unspent fees remaining from the prior three years.

<sup>8</sup> The concessions budget is supported by funds received under the pouring-rights contract.

# Attachment B

## University of Central Florida

### Changes in E&G Funding

#### Changes in University E&G Funding

	General Revenue	Lottery	Tuition and Fees	Total
Educational & General	\$ 194,206,851	\$ 29,036,714	\$ 221,204,871	\$ 444,448,436
Tuition increase, other changes in fees <sup>1</sup>			25,477,270	25,477,270
Base budget adjustment - non-recurring	(52,613,031)			(52,613,031)
Decrease in allowable excess hours	(1,831,672)			(1,831,672)
Reduce contribution rates for ORP and PEORP	(4,216,934)			(4,216,934)
Lottery adjustment	4,959,736	(4,959,736)		-
Retirement system normal costs	874,082			874,082
Plant operation and maintenance for new space	981,209			981,209
High Tech Corridor - non-recurring	2,000,000			2,000,000
Remove non-recurring- Lou Frey Institute	(400,000)			(400,000)
Restore as recurring- Lou Frey Institute	400,000			400,000
Net (decrease) increase	(49,846,610)	(4,959,736)	25,477,270	(29,329,076)
2012-13 beginning budget	\$ 144,360,241	\$ 24,076,978	\$ 246,682,141	\$ 415,119,360

<sup>1</sup> Includes an increase of 15 percent for undergraduate tuition differential; an increase of four percent for graduate base tuition, DPT tuition; an increase of four percent for undergraduate and graduate non-resident fees; and an increase in waiver adjustments.

#### Changes in Medical School Funding

	General Revenue	Lottery	Tuition and Fees	Total
2011-12 ending budget	\$ 22,115,382		\$ 4,729,709	\$ 26,845,091
Tuition increase, other changes in fees <sup>2</sup>			3,450,482	3,450,482
Phase-in funding	1,000,000			1,000,000
Reduce contribution rates for ORP and PEORP	(242,545)			(242,545)
Retirement system normal costs	21,918			21,918
Net increase	779,373	-	3,450,482	4,229,855
2012-13 beginning budget	\$ 22,894,755	\$ -	\$ 8,180,191	\$ 31,074,946

<sup>2</sup> Includes tuition of \$22,915 per medical student plus estimates for application fees and interest earnings on tuition and state funds.

# Attachment C

## University of Central Florida

### Auxiliary Enterprises Proposed Operating Budget

	2012-13 Proposed Budget	2011-12 Operating Budget	% Increase (Decrease)	\$ Increase (Decrease)
Housing	\$ 22,859,095	\$ 22,983,137	-1%	\$ (124,042)
Parking Services	18,308,545	19,783,059	-7%	(1,474,514)
Student Health Services	17,403,366	16,629,024	5%	774,342
Business Services	10,619,230	12,649,309	-16%	(2,030,079)
Computer Store, Telecommunications	37,783,503	36,365,700	4%	1,417,803
Academic Support - Colleges	10,526,101	12,660,464	-17%	(2,134,363)
Academic Support - Other	15,731,545	16,571,181	-5%	(839,636)
Continuing Education, EMBA	10,834,900	8,691,520	25%	2,143,380
Material and Supply, Equipment Fees	5,316,610	4,951,966	7%	364,644
Other Auxiliaries <sup>1</sup>	25,601,104	20,816,504	23%	4,784,600
<b>Total Auxiliary Enterprises</b>	<b>\$ 174,983,999</b>	<b>\$ 172,101,864</b>	<b>2%</b>	<b>\$ 2,882,135</b>

<sup>1</sup> The Other Auxiliaries budget includes auxiliaries in administrative areas, such as Human Resources, Police, and Environmental Health and Safety. This budget also includes a reserve for the auxiliaries. The increase is primarily attributed to budgets established to address the legislative budget shortfall.

### ***Auxiliary Enterprises Expenditures vs. Budget***

	Expenditures as of March 31, 2012	2011-12 Operating Budget	Percent Spent
Housing	\$ 16,292,674	\$ 22,983,137	70.9%
Parking Services	10,880,444	19,783,059	55.0%
Student Health Services	10,145,668	16,629,024	61.0%
Business Services	5,342,504	12,649,309	42.2%
Computer Store, Telecommunications	18,507,039	36,365,700	50.9%
Academic Support - Colleges	3,602,463	12,660,464	28.5%
Academic Support - Other	9,220,997	16,571,181	55.6%
Continuing Education, EMBA	5,949,293	8,691,520	68.4%
Material and Supply, Equipment Fees	3,108,068	4,951,966	62.8%
Other Auxiliaries	7,707,497	20,816,504	37.0%
<b>Total Auxiliary Enterprises</b>	<b>\$ 90,756,647</b>	<b>\$ 172,101,864</b>	<b>52.7%</b>

# Attachment D

## University of Central Florida

### Summary of 2011-12 Expenditures

(as of March 31, 2012 - 75% of year)

#### ***Total Operating Budget Expenditures vs. Budget***

	Expenditures as of March 31, 2012	2011-12 Operating Budget	Percent Spent
Educational & General	\$ 313,831,298	\$ 624,363,437	50.3%
Medical School	14,737,260	35,946,138	41.0%
Auxiliary Enterprises	90,756,647	172,101,864	52.7%
Sponsored Research	108,462,020	152,517,750	71.1%
Student Financial Aid	387,971,358	526,837,052	73.6%
Student Activities	12,528,120	19,919,638	62.9%
Technology Fee	4,842,068	13,000,000	37.2%
Concessions	256,643	420,000	61.1%
<b>Total Operating Budget</b>	<b>\$ 933,385,414</b>	<b>\$ 1,545,105,879</b>	<b>60.4%</b>

#### ***Educational and General Expenditures by Activity***

	Expenditures as of March 31, 2012	Percent of Total
Instruction, Research and Academic Support	\$ 211,470,211	67.4%
Library	9,337,411	3.0%
Institutional Support	34,831,126	11.1%
Student Services	21,913,099	7.0%
Plant Operation and Maintenance	36,279,451	11.5%
<b>Total Educational and General Expenditures</b>	<b>\$ 313,831,298</b>	<b>100.0%</b>



**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** 2012-13 College of Medicine Self-insurance Program Budget

**DATE:** May 24, 2012

---

**PROPOSED COMMITTEE ACTION**

Recommend approval of the 2012-13 Self-insurance Program budget presented by the College of Medicine.

**BACKGROUND INFORMATION**

At its meeting on April 30, 2008, the Finance Committee recommended approval for development of the self-insurance program and approval of expenditures to fund reserves. The Board of Trustees adopted the recommended approval at its meeting on May 22, 2008.

At the June 8, 2010, Self-insurance Program Council meeting, the council approved the inclusion of health care providers in the College of Nursing, College of Health and Public Affairs, and UCF Health Services in the Self-insurance Program. This action is the result of the State of Florida Division of Risk Management notification to the Florida Board of Governors that it would exclude from their protection those student centers at universities where the Florida Board of Governors has placed self-insurance programs.

The College of Medicine presents for approval the attached 2012-13 Self-insurance Program budget.

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**Supporting documentation:**

Self-insurance Program Operating Budget (Attachment A)

**Prepared by:** Deborah C. German, Vice President for Medical Affairs  
and Dean of the College of Medicine  
Scott Sumner, Associate Dean of the College of Medicine

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

Attachment A

<b>University of Central Florida College of Medicine</b>	
<b>Self-insurance Program</b>	
<b>Operating Budget</b>	
	<b><u>2012-13</u></b>
<b>OPERATING REVENUE</b>	
Assessments	
College of Medicine	\$197,972
College of Nursing	\$25,395
College of Health and Public Affairs	\$7,985
Health Services	\$56,281
<b>Total operating revenue</b>	<b>\$287,633</b>
<b>OPERATING EXPENSES</b>	
Annual premium contribution expense	\$221,608
Excess coverage premium expense	\$10,500
Allocated loss expense	\$0
<b>Total premium and loss expenses</b>	<b>\$232,108</b>
Contracted services expense (UF Self-insurance Program)	\$55,525
<b>Total support staff</b>	<b>\$55,525</b>
<b>Total operating expenses</b>	<b>\$287,633</b>
<b>Net Income (Loss) from Operations</b>	<b>\$0</b>

Note: The self-insurance program was capitalized in the amount of \$1,000,000 in 2010-11 and \$1,000,000 in 2011-12. The program will be further capitalized in the amount of \$1,000,000 in 2012-13.

**Assumptions**

*Assessments* represent liability premiums funded from the respective colleges out of their annual operating budgets. The assessments cover faculty members plus the administrative expense charged by the University of Florida's Self-insurance Program.

*Annual contribution expense* represents the liability premiums paid into the UCF Self-insurance Program managed by the University of Florida's Self-insurance Program.

*Excess coverage premium expense* represents the additional coverage provided by University of Florida's captive insurance.

*Administrative support expense* presents miscellaneous expenses associated with administering the program by UCF.

*Contracted services expense* represents initial set-up, training, and ongoing administration services provided by University of Florida's Self-insurance Program.

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** Increased Line of Credit for UCFAA Operations

**DATE:** May 24, 2012

---

**PROPOSED COMMITTEE ACTION**

Approval to increase the operating line of credit for UCFAA from \$1.2M to \$2.0M.

**BACKGROUND INFORMATION**

UCFAA currently has a \$1.2M line of credit to assist with operational expenses; however, due to the timing of the receipt of different revenues, the current line is not sufficient to allow the organization to meet its obligations when due. It is anticipated that the need for the line of credit will be reduced after the first year of receiving revenues from the Big East conference. The increased revenues will allow the UCFAA to manage operating expenses based on annual revenues to be received.

---

**Prepared by:** Brad Stricklin, Senior Associate Athletics Director and CFO for UCFAA

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

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** 2012-13 Capital Outlay Budget

**DATE:** May 24, 2012

---

**PROPOSED COMMITTEE ACTION**

- 1) Approval of the university's 2012-13 capital outlay budget
- 2) Authorization for the president to make necessary adjustments to the 2012-13 capital outlay budget

**BACKGROUND INFORMATION**

Pursuant to 1013.61, Florida Statutes, each university board of trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. Attachment A lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget and authorization for the president to make changes to this budget as necessary during the year.

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Supporting documentation:

2012-13 Capital Outlay Budget (Attachment A)

Prepared by: Lee Kernek, Associate Vice President for Administration and Finance

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

## 2012-13 Capital Outlay Budget Projects By Funding Source

**DRAFT**

<b>Projects funded by Public Education Capital Outlay (PECO)</b>		<b>FY 2012-13</b>
Utilities/Infrastructure/Capital Renewal	\$	-
Classroom Building II *		5,924,183
Interdisciplinary Research and Incubator Facility		-
Engineering Building I Renovation		3,620,723
Math and Physics Building Remodeling and Renovation		3,877,895
<b>TOTAL</b>	<b>\$</b>	<b>13,422,801</b>

<b>Projects funded by donations and the Courtelis Facility Matching Grant Program</b>		<b>Cumulative FY 2012-13</b>	
		<b>Donations</b>	<b>Courtelis</b>
Laboratory Instructional Building	\$	15,372,777	-
Morgridge International Reading Center		2,068,685	-
Career Services and Experiential Learning		196,728	-
College of Optics and Photonics		69,085	-
Engineering III		2,384,463	-
Psychology Building		86,540	-
John and Martha Hitt Library at the Alumni Center		8,249	-
Physical Sciences Building (E)		1,162	-
Arts Complex II Enhancement (P,C)		500,000	-
Burnett Bio-Medical Science Center (C,E)		2,622,948	-
		23,310,637	-

<b>Maintenance, repair, renovation, and remodeling projects</b>	<b>FY 2012-13</b>
<b>TOTAL</b>	<b>\$ 305,900</b>

<b>Projects constructed or acquired with proceeds from sale of bonds</b>		<b>FY 2012-13</b>
Special Purpose Housing and Parking Garage I	\$	-
Special Purpose Housing II		-
Parking Garage VII		-
Parking decks		-
Graduate housing		-
Refinance UCF Foundation properties		-
Bookstore expansion		8,000,000
Student housing		-
Garage expansion		-
Research Lab, Lake Nona		112,861,603
Classroom and lab building, Lake Nona		-
Life Sciences Incubator, Lake Nona		30,000,000
Facilities Building, Lake Nona		-
Expo Center housing		-
Regional Campuses multi-purpose buildings		-
Partnership Garage		-
	<b>\$</b>	<b>150,861,603</b>

## 2012-13 Capital Outlay Budget Projects By Funding Source

**DRAFT**

<b>Projects constructed or acquired by a Direct Support Organization (DSO)</b>		<b>FY 2012-13</b>
Special Purpose Housing and Parking Garage I	\$	-
Special Purpose Housing II		-
Parking deck (Athletic Complex)		-
Graduate housing		-
Refinance UCF Foundation properties		-
North East campus property mixed use development		50,000,000
Student housing		-
Research Lab, Lake Nona		112,861,603
Classroom and lab building, Lake Nona		-
Life Sciences Incubator, Lake Nona		30,000,000
Expo Center housing		-
		\$ 192,861,603

### **FY 2012-13 Facilities to Operate and Maintain**

<b>Requested</b>	<b>Approved</b>
Flexible Residential Test Structures 1 & 2	X
Applications Test Facility	X
Morgridge International Reading Center	
Classroom Building II and ROTC	

\*The \$5,924,183 approved for the Interdisciplinary Research and Incubator Facility has reverted and is appropriated for the 2012-13 fiscal year to the University of Central Florida Classroom Building II.





**CATCH YOUR  
BREATH  
UCF**

**SMOKE FREE CAMPUS FALL 2012**

[www.ucf.edu/smokefree](http://www.ucf.edu/smokefree)

Michael Deichen, M.D., M.P.H.

Mary Owens, Ph.D.

Thomas Hall, LCSW



**SMOKE-FREE CAMPUS  
FALL 2012**

# Why?

- Tobacco is a Class-A carcinogen and there exists no safe levels of exposure.
- Secondhand smoke has been shown to be a health risk to others.
- Observing persons smoking tobacco increases the likelihood of non-smokers becoming smokers.
- More than 600 colleges and universities in the United States currently prohibit smoking on campus.
- A policy that prohibits smoking has been shown to decrease the prevalence of smoking.



# Funding for Smoke-Free Initiative

- The Center for Disease Control and Prevention awarded Orange County Health Department \$6 million to fund a project titled Communities Putting Prevention to Work.
- UCF has received \$123,456 to support the smoke-free initiative
  - banners, building signage
  - print ads
  - bus stop posters, billboards
  - T-shirts
- Other partners awarded funding are the Orange County Public Schools and Valencia College.

# Support Services

- UCF Health Services – will offer individual counseling that may include prescription medication as an option
- UCF Pharmacy – will make available smoking cessation options that include patches, lozenges, or Nicorette Gum
- UCF Wellness and Health Promotion Services – will offer free cessation support to students through the “Quit Smart” program
- UCF Employee Assistance Program – will offer cessation support to individual faculty and staff members
- Area Health Education Council – sponsors “Quit Smoking Now” group classes





# Questions?

**FALL 2012**  
**SMOKE-FREE CAMPUS**

[www.ucf.edu/smokefree](http://www.ucf.edu/smokefree)

Made possible by funding from the Centers for Disease Control and Prevention and All in

**University of Central Florida  
Board of Trustees  
Finance and Facilities Committee**

**SUBJECT:** University Smoke-free Policy

**DATE:** May 24, 2012

---

**PROPOSED COMMITTEE ACTION**

Approval of University Smoke-free Policy beginning Fall 2012.

**BACKGROUND INFORMATION**

UCF's decision to become a smoke-free campus is a public health initiative. The initiative supports a campus environment that minimizes the harmful effects of second-hand smoke. In addition, the initiative provides resources for current tobacco users and promotes the financial benefits associated with a healthy campus community. Implementation is planned for the first day of the Fall 2012 semester.

The Rosen College of Hospitality Management, the College of Medicine, and various Greek houses are currently smoke-free. This policy represents an expansion of smoke-free environments to all UCF properties.

The policy supports a social-norming approach advocated by the Centers for Disease Control and Prevention. A grant from the Orange County Public Health Department provides the funds needed for extensive marketing and education of the UCF community. The smoke-free campus website [www.ucf.edu/smokefree](http://www.ucf.edu/smokefree) includes a variety of resources including Frequently Asked Questions, cessation programs, and contacts. There has been an extensive review of the proposed policy by UCF faculty members, staff members, and students.

---

**Supporting documentation:**

University Smoke-free Policy (Attachment A)

**Prepared by:** Maribeth Ehasz, Vice President for Student Development  
and Enrollment Services

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

<b>SUBJECT:</b> University Smoke-Free Policy	<b>Effective Date:</b> 08/20/12	<b>Policy Number:</b> 3-120
	<b>Supersedes:</b>	<b>Page      Of</b> 1            2
	<b>Responsible Authority:</b> Vice President for Administration and Finance and Chief Financial Officer  Vice President for Student Development and Enrollment Services	

#### APPLICABILITY/ACCOUNTABILITY

This policy applies to all persons and activities on property owned, operated, leased, and/or controlled by the University of Central Florida.

#### POLICY STATEMENT

The University of Central Florida prohibits smoking on all university owned, operated, leased, and/or controlled properties in order to maintain a healthy and safe environment for its faculty, staff, students, and visitors.

#### DEFINITIONS

Smoking: Inhaling, exhaling, burning, or carrying any lighted or heated cigar, cigarette, pipe, or other inhalant device in which tobacco, tobacco substitute, or other material is smoked.

Cigarette and Cigar (Blunt): A small roll, generally wrapped in paper, of cut tobacco, tobacco substitute, or other leaf content.

Pipe: A tube with a small bowl at one end, in which tobacco, tobacco substitute, or other material is smoked.

Property: Buildings and structures, grounds, parking structures, walkways, sidewalks, parking lots, and vehicles, as well as personal vehicles in these areas.

#### PROCEDURES

##### **Article I-- Implementation and Support**

1. Effective implementation of this policy depends upon the courtesy and cooperation of all members of the university community, not only to comply with this policy, but also to encourage others to comply with the policy.



2. The university will provide access for faculty members, staff members, and students interested in cessation services, including but not limited to pharmaceutical interventions; individual, group, telephone, and online counseling.

## **Article II-- Exceptions and Limitations**

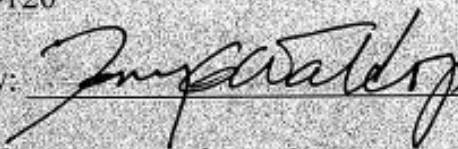
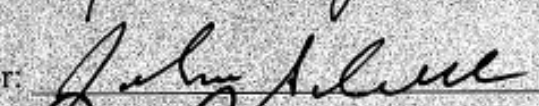
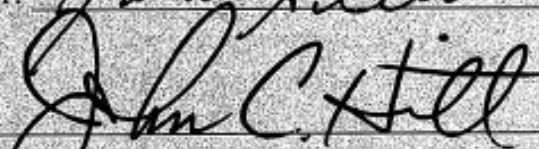
1. Tobacco use may be permitted for educational, clinical, or religious ceremonial purposes with prior approval of the provost and executive vice president, vice president for administration and finance and chief financial officer, or designee.
2. Tobacco use may be permitted for controlled research with prior approval of the provost and executive vice president or designee.
3. Smoke, like any other laboratory air contaminant generated, shall be controlled locally in a chemical hood or other exhaust system that provides 100 percent exhaust to the outside.
4. Tobacco use may be permitted at joint-use campus facilities, which are governed by the policies of the joint-use partner.

## **RELATED INFORMATION**

For additional information related to this policy, frequently asked questions, and cessation resources, visit the Web site <http://www.ucf.edu/smokefree>.

## **INITIATING AUTHORITY**

Provost and Executive Vice President

<b>POLICY APPROVAL</b>	
<b>(For use by the Office of the President)</b>	
Policy Number: 3-120	
Initiating Authority: 	Date: <u>4/19/12</u>
Policies and Procedures Review Committee Chair: 	Date: <u>4-18-12</u>
President or Designee: 	Date: <u>4/23/12</u>