



**REVISED**  
University of Central Florida  
Board of Trustees Meeting  
May 21, 2015  
FAIRWINDS Alumni Center  
Agenda  
9:00 a.m. – 4:00 p.m.  
Lunch 12:00 p.m.  
800-442-5794, passcode, 463796

**COMMITTEE MEETINGS**

9:00 – 10:00 a.m. Educational Programs, Robert Garvy, Chair  
10:00 – 11:00 a.m. Finance and Facilities, Marcos Marchena, Chair  
11:00 a.m. – 12:00 p.m. Advancement, Richard Crotty, Chair

**BOARD MEETING**

1:00 – 4:00 p.m.

- 1. Welcome and call to order Olga Calvet, Chair
- 2. Roll call Rick Schell, Associate Corporate Secretary
- 3. Public comment Rick Schell, Associate Corporate Secretary
- 4. Minutes of March 26, 2015, meeting Chair Calvet
- 5. Remarks and introductions John C. Hitt, President
- 6. Information
  - INFO-1** Information Board Committee and Direct Support Organization Assignments (Calvet)
  - INFO-2** Information 2016 Finance and Facilities Committee Meeting Dates (Merck)
- 7. Consent Agenda
  - EP-1** Approval 2015 Tenure Recommendations (Whittaker)

**Board of Trustees Meeting - Agenda**

- |     |   |          |  |
|-----|---|----------|--|
|     | <b>EP-2</b>                             | Approval | 2015-16 UCF Work Plan (Whittaker)  |
|     | <b>FF-1</b>                             | Approval | Revisions to Regulation UCF-6.008 Vehicle Registration Fees; Parking Violation Fines (Merck)         |
|     | <b>FF-2</b>                             | Approval | Amendments to University Regulation UCF-4.0292 Potentially Hazardous Events (Merck)                  |
|     | <b>FF-3</b>                             | Approval | Amendments to University Regulation UCF-6.007 Traffic/Parking Regulation and Enforcement (Merck)     |
|     | <b>SP-2</b>                             | Approval | Strategic Planning Committee Charter Revision (Florez)   |
| 8.  | Advancement Committee report            |          | Richard Crotty, Chair  |
| 9.  | Educational Programs Committee report   |          | Robert Garvy, Chair  |
| 10. | Finance and Facilities Committee report |          | Marcos Marchena, Chair   |
|     | <b>FF-4</b>                             | Approval | Amendments to University Tuition and Fee Regulation UCF-9.001 (Merck)                                |
|     | <b>FF-5</b>                             | Approval | 2015-16 University Operating Budget (Merck)  |
|     | <b>FF-6</b>                             | Approval | 2015-16 Capital Outlay Budget (Merck)  |
|     | <b>FF-7</b>                             | Approval | Early Redemption of UCF Bookstore Revenue Series 1997 Bonds (Merck)                                  |
|     | <b>FF-8</b>                             | Approval | Minor Amendment to Campus Master Plan—New Temporary Athletics Parking Area (Merck)                   |
|     | <b>FF-9</b>                             | Approval | Refinancing of UCF Convocation Corporation Series 2005 A and B Certificates of Participation (Merck) |
| 11. | Strategic Planning Committee report     |          | Alan Florez, Chair   |
|     | <b>SP-1</b>                             | Approval | Strategic Planning Framework and Timeline (Florez)   |
| 12. | New business                            |          | Chair Calvet   |

**Board of Trustees Meeting - Agenda**

13. Announcements and adjournment Chair Calvet

Upcoming meetings:

Bob Holmes reception	May 26 (FAIRWINDS Alumni Center)
Board of Governors meeting	June 16-18 (University of South Florida)
Board of Trustees retreat	June 29 (FAIRWINDS Alumni Center)
Board of Trustees meeting	July 23 (FAIRWINDS Alumni Center)
Commencement	August 8 (CFE Arena)

**Minutes  
Board of Trustees Meeting  
University of Central Florida  
March 26, 2015**

Chair Olga Calvet called the meeting of the Board of Trustees to order at 1:03 p.m. in the Fairwinds Alumni Center on the UCF Orlando campus.

The following board members attended the meeting: Chair Olga Calvet, Weston Bayes, Clarence Brown, Richard Crotty, Alan Florez, Robert Garvy, Ray Gilley, Marcos Marchena, Alex Martins, Reid Oetjen, Beverly Seay, and John Sprouls. Trustee Jim Atchison attended via teleconference.

**WELCOME**

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

She welcomed the board members and called on Rick Schell, Associate Corporate Secretary, to call the roll. Schell noted that a quorum was present.

Calvet called for approval of the December 19, 2014, and January 29, 2015, meeting minutes, which were approved.

**PUBLIC COMMENT**

Ryan McKinney commented about cameras in the public parking garages on campus.

Ida Cook stated that she was retiring from UCF, and she expressed her gratitude to the faculty, staff, and students whose support and friendship she has appreciated throughout the years.

Calvet called on President John C. Hitt for remarks and introductions.

**REMARKS**

Hitt thanked Ida Cook for her numerous contributions and expressed appreciation for her service to the university.

Hitt announced that trustee Weston Bayes was leaving the board and thanked him for his year of service representing the Student Government Association.

Hitt congratulated trustee Robert Garvy on being reappointed to the UCF Board of Trustees and thanked him for his commitment and willingness to continue his service to the university.

Hitt congratulated trustee Ray Gilley as the new president of the Development Authority of DeKalb County in Georgia. He thanked him for his excellent service to the university.

Hitt commented that at the last board meeting a Microsoft video was shown featuring UCF engineering students who create bionic arms for children. He announced that Microsoft had since produced a film featuring UCF students and actor Robert Downey, Jr., delivering to Alex Pring his own UCF-made Iron

Man arm. Hitt stated that the video attracted more than 50 million views from 150 countries and landed the UCF project on the *Today Show*, *CNN*, *Buzz Feed*, *The Washington Post*, and more. Hitt thanked the students, faculty, and staff who contributed to this special story.

## **INTRODUCTIONS**

Hitt congratulated the following students, faculty members, and staff members for their accomplishments.

### **A. Order of Pegasus–Class of 2015**

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. The following recipients were in attendance.

#### **Doctoral Degree**

Amy Iarrobin, College of Medicine

#### **Master's Degree**

Manica Pierrette, College of Education and Human Performance

#### **Bachelor's Degree**

Sydney Alexander, College of Health and Public Affairs  
Cavel Austin, College of Education and Human Performance  
Elizabeth Connor, College of Business Administration  
J. Andres Hernandez, Burnett School of Biomedical Sciences  
Dwayne Houston, College of Business Administration  
Sheridan Kushner, College of Education and Human Performance  
Richard Joshua Murdock, College of Engineering and Computer Science  
Alice Neira, College of Sciences  
Shannon Payne, College of Sciences  
Aaron Pollock, College of Health and Public Affairs  
Gerald Richardson, Burnett School of Biomedical Sciences  
Jeremy Tran, Burnett School of Biomedical Sciences

### **B. Faculty and Staff**

Nicholas Grandchamps, an Honors in the Major student majoring in Legal Studies, was recently selected for the Rangel Graduate Fellowship, one of only thirty students nationally to receive this prestigious award.

Linda Walters was the recipient of the M. Patricia Morse Award for Excellence and Innovation in Science Education, given by the Society for Integrative and Comparative Biology in recognition for her inventive work.

Melissa Dagley, a joint hire with the College of Sciences and the College of Engineering and Computer

Science, organized an inaugural university-wide STEM Day event that brought approximately 2,000 elementary, middle, and high school students to campus.

### **C. Employees of the Month**

The Employee of the Month for January was Barbara Sherwood, administrative assistant to the director of Counseling and Psychological Services.

The Employee of the Month for February was Christine Tangel, a senior purchasing agent in the Division of Purchasing.

### **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 2015 commencement ceremonies.
- EP-2 2017-18 Proposed Academic Calendar–Approval of the 2017-18 UCF academic calendar.

### **ADVANCEMENT COMMITTEE REPORT**

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

- Dan Holsenbeck, Vice President for University Relations, gave a legislative update.
- Robert Holmes, Vice President for Alumni Relations and Development and Foundation CEO, reported that the *Believe* Faculty and Staff Campaign raised more than \$1 million with 1,544 faculty and staff donors.
- Grant Heston, Vice President for Communications and Marketing, showed a video produced by Microsoft featuring the bionic arm recipient, Alex Pring.

### **COMPENSATION AND LABOR AD HOC COMMITTEE REPORT**

John Sprouls, Chair of the Compensation and Labor Ad Hoc Committee, reported highlights from the committee meeting held on March 16, 2015, and the committee meeting held earlier in the day. Sprouls presented the following items for board approval, whereupon a motion was made and unanimously passed by the board to approve each of the items.

- CL-1 Revised Employment Agreement for President Hitt–Approve the 2015 Compensation and Labor Committee Report and Recommendations for the Presidential Employment Agreement and authorize the Vice President and General Counsel to finalize the Draft Fifth Amended and Restated Employment Agreement consistent with the recommendations approved by the Board of Trustees. Further authorize the agreement to be executed and approved by the Board of Trustees and Chair of the Compensation and Labor Committee on behalf of the board.

- CL-2 Consultant for Comprehensive Review of the President's Performance—Approve the committee's selection from proposals for the comprehensive assessment of the president's performance.
- CL-3 Consultant for Comprehensive Review of the President's Compensation—Approve the committee's selection from proposals for the comprehensive review of the president's compensation.

### **EDUCATIONAL PROGRAMS COMMITTEE REPORT**

Robert Garvy, Chair of the Educational Programs Committee, noted the Educational Programs Committee items approved in the consent agenda and reported the highlights from the committee meeting earlier in the day.

- Dale Whittaker, Provost and Vice President for Academic Affairs, reported on the Conferral of Degrees at the Spring 2015 commencement ceremonies:  
6,674 baccalaureate degrees  
1,050 master's degrees  
134 doctoral and specialist degrees  
7,858 total
- Maribeth Ehasz, Vice President for Student Development and Enrollment Services, and DeLaine Priest, Associate Vice President for Student Development and Enrollment Services, presented the 2017-18 Academic Calendar, which was approved by the committee.
- Deborah German, Vice President for Medical Affairs and Dean of the College of Medicine, gave a report on the medical residency program. She noted that the UCF College of Medicine had presented an annual institutional review of Graduate Medical Education programs, also known as residency training programs, a requirement of the ACGME accreditation process.

### **FINANCE AND FACILITIES COMMITTEE REPORT**

Marcos Marchena, Chair of the Finance and Facilities Committee, reported highlights from the committee meeting held on February 11, 2015. He reported that the Investment Quarterly Report ending December 31, 2014, had been received. The Operating Budget Report ending December 31, 2014, also had been received. Marchena stated that the committee would not be asking for an increase to the student activity fee and athletic fee. He also reported that there would not be an increase in the medical school tuition.

### **NEW BUSINESS**

Hitt encouraged the trustees to attend one of the commencement ceremonies scheduled on May 7-9, 2015.

Hitt stated that a delegation from UCF had recently visited Daytona State College to join school officials in announcing the school's membership in the DirectConnect program with UCF.

### **ANNOUNCEMENTS AND ADJOURNMENT**

Chair Calvet announced the following upcoming meetings:

Board of Trustees Meeting - Minutes

Board of Governors meetings	May 7 (Conference call)
Board of Trustees meeting	May 21 ( <b>original date was May 28</b> ) (FAIRWINDS Alumni Center)
AGB National Conference on Trusteeship	April 19-21 (Arizona Biltmore, Phoenix, AZ)

Calvet requested that the trustees contact Rick Schell if they were interested in attending the Tampa Bay Rays vs. the Chicago White Sox baseball game.

Calvet noted that a board of trustees half-day retreat was scheduled for June 29, 2015, and inquired how many members would be able to attend.

Calvet invited the members to join her in the Student Health Center for a tour of the facility.

Calvet adjourned the board meeting at 1:45 p.m.

Respectfully submitted: \_\_\_\_\_ Date: \_\_\_\_\_  
John C. Hitt  
Corporate Secretary



ITEM: INFO-1

University of Central Florida  
BOARD OF TRUSTEES

**SUBJECT:** Board Committee and Direct Support Organization Assignments

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION:**

Information only.

**BACKGROUND INFORMATION:**

The board may establish committees to assist in carrying out its responsibilities. The board chair will determine the membership of the committees and its chairs.

---

**Supporting documentation:** University of Central Florida Board of Trustees'  
Committee Assignments

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

**Submitted by:** Olga Calvet, Chair, Board of Trustees

**University of Central Florida  
Board of Trustees  
Committee Assignments  
May 2015**

**Advancement**

Minimum of five members

Development and alumni relations, public and governmental relations, marketing, communications, and admissions

Rich Crotty, Chair  
Alan Florez, Vice Chair  
Clarence Brown  
Alex Martins  
Beverly Seay  
Cait Zona

Olga Calvet (Ex Officio)

Staff: Robert Holmes  
Dan Holsenbeck

**Audit, Operations Review, Compliance, and Ethics**

Minimum of three members

Financial practices and management, internal controls, and standards of conduct for university and affiliates

Jim Atchison, Chair  
Alan Florez, Vice Chair  
Keith Koons  
Beverly Seay  
John Sprouls

Olga Calvet (Ex Officio)

Staff: Rhonda Bishop  
Robert Taft

**Compensation and Labor, Ad Hoc**

Minimum of three members

Conduct periodic compensation and assessment reviews of the president and develop recommendations to the board for its consideration; review and approve discretionary compensation plans and deferred compensation plans, if any, for senior executives of the university, and oversee the collective bargaining responsibilities of the board

John Sprouls, Chair  
Marcos Marchena, Vice Chair  
Jim Atchison  
Clarence Brown  
Ray Gilley

Olga Calvet (Ex Officio)

Staff: Scott Cole  
Shelia Daniels

**Educational Programs**

Minimum of five members

Academic and student life, components of the university, athletics, and strategic planning

Robert Garvy, Chair  
Ray Gilley, Vice Chair  
Rich Crotty  
Keith Koons  
Cait Zona

Olga Calvet (Ex Officio)

Staff: Dale Whittaker

**Finance and Facilities**

Minimum of five members

Budget, finance and accounting, financial services, purchasing, business services, DSO oversight, human resources, environmental health and safety, facilities planning, landscape and natural resources, physical plant, police department, business services, and parking and transportation services

Marcos Marchena, Chair  
Jim Atchison, Vice Chair  
Robert Garvy  
Keith Koons  
Alex Martins  
John Sprouls  
Cait Zona

Olga Calvet (Ex Officio)

Staff: William F. Merck II

**Nominating and Governance**

Minimum of five members

Trustee assessment, trustee nominations, election procedures, presidential search procedures, and governance

Ray Gilley, Chair  
Rich Crotty, Vice Chair  
Alan Florez  
Marcos Marchena  
Beverly Seay

Olga Calvet (Ex Officio)

Staff: Scott Cole

**Strategic Planning**

Minimum of five members

Provide support and guidance regarding strategic planning and the implementation of strategic plans

Alan Florez, Chair  
Clarence Brown, Vice Chair  
Robert Garvy  
Keith Koons  
Cait Zona

Olga Calvet (Ex Officio)

Staff: Dale Whittaker

**Direct Support Organizations**

Athletics–Robert Garvy  
Convocation–Alan Florez  
Finance–Rich Crotty  
Foundation–Olga Calvet  
Golden Knights–Ray Gilley  
Lockwood Community–John Sprouls  
Medical College–Clarence Brown  
Research Foundation–Marcos Marchena

ITEM: INFO-2

University of Central Florida  
Board of Trustees

**SUBJECT:** 2016 Finance and Facilities Committee Meeting Dates

**DATE:** May 21, 2015

**PROPOSED BOARD ACTION**

Information only.

**BACKGROUND INFORMATION**

The 2016 Board of Trustees' Finance and Facilities Committee meetings are scheduled as follows and are subject to change:

February 10	8:30 – 10:30 a.m.	Wednesday	Millican Hall, #393
April 13	8:30 – 10:30 a.m.	Wednesday	Millican Hall, #393
May 26	Time - TBD	Thursday	Fairwinds Alumni Center
June 22	8:30 – 10:30 a.m.	Wednesday	Millican Hall, #393
July 28	Time - TBD	Thursday	Fairwinds Alumni Center
August 24	8:30 – 10:30 a.m.	Wednesday	Millican Hall, #393
October 12	8:30 – 10:30 a.m.	Wednesday	Millican Hall, #393
December 7	8:30 – 10:30 a.m.	Wednesday	Millican Hall, #393

**Supporting documentation:** None

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

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

ITEM: EP-1

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** 2015 Tenure recommendations

**DATE:** May 21, 2015

---

**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 seek 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.

---

**Supporting documentation:** 2015 Tenure Recommendations

**Prepared by:** Diane Chase, Vice Provost for Academic Affairs

**Submitted by:** A. Dale Whittaker, Provost and Vice President for Academic Affairs

## 2015 Tenure Recommendations

### University of Central Florida

Name	Rank	Department
<b>College of Arts and Humanities</b>		
Margaret Zaho	Assistant Professor	School of Visual Arts and Design
Cheryl Cabrera	Assistant Professor	School of Visual Arts and Design
<b>College of Education and Human Performance</b>		
Eleazar Vasquez	Assistant Professor	Child, Family, and Community Sciences
<b>College of Engineering and Computer Science</b>		
Mehmet Tatari	Assistant Professor	Civil, Environmental, and Construction Engineering
Azadeh Vosoughi	Associate Professor	Electrical Engineering and Computer Science
<b>College of Medicine</b>		
Yoon-Seong Kim	Assistant Professor Medicine	Burnett School of Biomedical Sciences
Shadab Siddiqi	Assistant Professor Medicine	Burnett School of Biomedical Sciences
<b>College of Sciences</b>		
Richard Klemm	Associate Professor	Physics
Mark Neider	Assistant Professor	Psychology
Shannon Carter	Assistant Professor	Sociology
Joshua King	Assistant Professor	Biology
<b>Office of Research and Commercialization</b>		
Jayan Thomas	Assistant Professor	NanoScience Technology Center

ITEM: EP-2

**University of Central Florida  
BOARD OF TRUSTEES**

**SUBJECT:** 2015-16 UCF Work Plan

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approval of 2015-16 UCF 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. The work plan should reflect the university's distinctive mission and core institutional strengths within the context of the State University System's goals and regional or statewide needs.

---

**Supporting documentation:** 2015-16 UCF Work Plan

**Prepared by:** M. Paige Borden, Assistant Vice President for Institutional  
Knowledge Management

**Submitted by:** A. Dale Whittaker, Provost and Vice President for Academic Affairs

# UCF

## 2015 Work Plan



University of Central Florida  
*University Work Plan Presentation*  
*for Board of Governors June 2015 Meeting*





## INTRODUCTION

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

- 1) *The Board of Governors' 2025 System Strategic Plan 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 2015-16 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.*



## TABLE OF CONTENTS

### **1. STRATEGY**

- a. Mission Statement
- b. Vision Statement
- c. Statement of Strategy
- d. Strengths and Opportunities
- e. Key Initiatives & Investments

### **2. PERFORMANCE BASED FUNDING METRICS**

### **3. PREEMINENT RESEARCH UNIVERSITY METRICS**

### **4. OTHER KEY PERFORMANCE INDICATORS**

- a. Goals Common to All Universities
- b. Goals Specific to Research Universities
- c. Institution Specific Goals

### **5. OPERATIONS**

- a. Fiscal Information
- b. Enrollment Planning
- c. Academic Program Coordination

### **6. DEFINITIONS**



## 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 its 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 science, 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?*

**Strengths:** High student retention, progression, and graduation rates; M.D. program and supporting initiatives, including new bio-related programs; graduate study and research in traditional and emerging disciplines; 2+2 DirectConnect to UCF program; university efficiencies in utilities, maintenance, and property management; and ample opportunities for academic community engagement and partnerships.

**Opportunities:** Develop UCF Downtown to create a hub for digital media, communications, and community, as well as public affairs and health; increase quality and efficiencies of student success by means of the University Innovation Alliance and the Florida Consortium for Metropolitan Research Universities; add tenure-track and tenured faculty members to enhance educational quality and research impact.

**Challenges:** High student-to-faculty ratio, constrained academic and research space, and high transfer population resulting in greater proportion of high-cost, major-specific course offerings that are more costly than general education course work.

## 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 members in areas of specific focus (e.g. STEM, areas of strategic programmatic emphasis, and emerging fields). Hiring full-time faculty members enhances the undergraduate and graduate academic experience by ensuring the availability of course offerings to meet student demand, decreasing class size, increasing student engagement, supporting undergraduate and graduate research, and stabilizing UCF's student-to-faculty ratio. An emphasis on hiring tenured and tenure-track faculty members addresses the overall mix of faculty and the recent reliance on non-tenure-track faculty members while boosting UCF's growing research promise and 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 and supports the university in enhancing its Carnegie Classification as a "very high research" university. To ensure continued growth and quality, UCF plans to expand and enhance programs in focused areas. This will include the hiring of research-intensive faculty members and essential staff members, the expansion of biomedical and clinical research, the development of new graduate medical education programs, and the development of new health-related programs that capitalize on College of Medicine partnerships. 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 past decade.

3 – Retention and graduation: Expansion of existing programs and implementation of new efforts to increase retention and graduation rates. Harnessing predictive analytics, updating current advising software, and focusing on program mapping and tracking to find appropriate pathways for student success are several of the initiatives that will allow UCF to shift from cohort-based approaches to individualized student interventions that can predict and prevent certain student failures before they happen. Expected outcomes for these efforts are increased retention and graduation rates, shortened time to degree, and reduced excess credit hours.



## PERFORMANCE FUNDING METRICS

Each university is required to complete the table below, providing their goals for the metrics used in the Performance Based Funding model that the Board of Governors approved at its January 2014 meeting. The Board of Governors will consider the shaded 2017 goals for approval.

	ONE-YEAR TREND	2015 ACTUAL	2016 GOALS	2017 GOALS	2018 GOALS	2019 GOALS
<b>Metrics Common To All Universities</b>						
<b>Percent of Bachelor's Graduates Employed Full-time or Continuing their Education within the U.S. One Year After Graduation</b>	+4 pts	74% (2012-13)	75% (2013-14)	76% (2014-15)	76% (2015-16)	77% (2016-17)
<b>Median Wages of Bachelor's Graduates Employed Full-time in Florida One-Year After Graduation</b>	+4%	\$34,900 (2012-13)	\$35,350 (2013-14)	\$35,700 (2014-15)	\$36,050 (2015-16)	\$36,450 (2016-17)
<b>Average Cost per Bachelor's Degree</b> [Instructional Costs to the University]	-7%	\$22,430 (2010-14)	\$22,650 (2011-15)	\$22,850 (2012-16)	\$23,000 (2013-17)	\$23,170 (2014-18)
<b>FTIC 6 year Graduation Rate</b> [Includes full- and part-time students]	+4 pts	69% (2008-14)	70% (2009-15)	70% (2010-16)	71% (2011-17)	72% (2012-18)
<b>Academic Progress Rate</b> [FTIC 2 year Retention Rate with GPA>2 ]	-1 pts	85% (2013-14)	86% (2014-15)	88% (2015-16)	89% (2016-17)	90% (2017-18)
<b>University Access Rate</b> [Percent of Fall Undergraduates with a Pell grant]	+1 pts	38% (Fall 2013)	39% (Fall 2014)	40% (Fall 2015)	40% (Fall 2016)	41% (Fall 2017)
<b>Bachelor's Degrees Awarded Within Programs of Strategic Emphasis</b>	+3 pts	49% (2013-14)	50% (2014-15)	51% (2015-16)	51% (2016-17)	52% (2017-18)
<b>Graduate Degrees Awarded Within Programs of Strategic Emphasis</b>	-4 pts	57% (2013-14)	58% (2014-15)	60% (2015-16)	61% (2016-17)	62% (2017-18)
<b>Board of Governors Choice Metric</b>						
<b>Percent of Bachelor's Degrees Without Excess Hours</b>	0 pts	67% (2013-14)	68% (2014-15)	69% (2015-16)	70% (2016-17)	71% (2017-18)
<b>Board of Trustees Choice Metric</b>						
<b>Number of Bachelor Degrees Awarded Annually</b>	0%	12,372 (2013-14)	12,500 (2014-15)	12,650 (2015-16)	12,800 (2016-17)	12,925 (2017-18)

Note: Metrics are defined in appendix. For more information visit: [http://www.flbog.edu/about/budget/performance\\_funding.php](http://www.flbog.edu/about/budget/performance_funding.php).



## KEY PERFORMANCE INDICATORS

The Board of Governors has selected the following Key Performance Indicators from its 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 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.

---

<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

## Metrics Common to All Universities

	FIVE YEAR TREND	2015 ACTUAL	2016 GOALS	2017 GOALS	2018 GOALS	2019 GOALS
<b>Academic Quality</b>						
<b>National Rankings for University</b>	n/a	1 2015	1 2016	1 2017	2 2018	2 2019
<b>SAT Score*</b> [for 3 subtests]	+52 pts	1,849 Fall 2014	1,855 Fall 2015	n/a	n/a	n/a
<b>High School GPA</b>	+0.12 pts	3.93 Fall 2014	3.94 Fall 2015	3.95 Fall 2016	3.95 Fall 2017	3.96 Fall 2018
<b>Professional/Licensure Exam First-time Pass Rates<sup>1</sup></b>	n/a	4	5	5	5	5
Exams Above Benchmarks	n/a	1	0	0	0	0
Exams Below Benchmarks		2013-14	2014-15	2015-16	2016-17	2017-18
<b>Operational Efficiency</b>						
<b>Freshman Retention Rate</b>	+1.0 pts	88% 2013-14	89% 2014-15	89% 2015-16	90% 2016-17	91% 2017-18
<b>FTIC Graduation Rates</b>						
In 4 years (or less)	+4.7 pts	40% 2010-14	41% 2011-15	42% 2012-16	43% 2013-17	44% 2014-18
In 6 years (or less)	+6.4 pts	69% 2008-14	70% 2009-15	70% 2010-16	71% 2011-17	72% 2012-18
<b>AA Transfer Graduation Rates</b>						
In 2 years (or less)	-4.4 pts	25% 2012-14	26% 2013-15	27% 2014-16	28% 2015-17	30% 2016-18
<b>FTIC Average Time to Degree (in years)</b>	-0.3	4.1 2013-14	4.1 2014-15	4.2 2015-16	4.1 2016-17	4.0 2017-18
<b>Return on Investment</b>						
<b>Bachelor's Degrees Awarded</b> First Majors Only	+24%	12,372 2013-14	12,425 2014-15	12,500 2015-16	12,650 2016-17	12,800 2017-18
<b>Percent of Bachelor's Degrees in STEM &amp; Health</b>	+3.9 pts	30% 2013-14	31% 2014-15	32% 2015-16	33% 2016-17	34% 2017-18
<b>Graduate Degrees Awarded</b>	+31%	2,918 2013-14	2,730 2014-15	2,770 2015-16	2,800 2016-17	2,825 2017-18
<b>Percent of Graduate Degrees in STEM &amp; Health</b>	+4.6 pts	41% 2013-14	42% 2014-15	43% 2015-16	44% 2016-17	45% 2017-18
<b>Annual Gifts Received (\$Millions)</b>	+24%	\$ 23.1 2013-14	\$ 23.6 2014-15	\$ 30.4 2015-16	\$ 33.0 2016-17	\$ 33.6 2017-18
<b>Endowment (\$Millions)</b>	+68%	\$ 154.6 2013-14	\$ 158.6 2014-15	\$ 169.1 2015-16	\$ 181.6 2016-17	\$ 193.6 2017-18

Note\*: The College Board is revising the SAT test starting March 2016.



## KEY PERFORMANCE INDICATORS

## Metrics Specific to Research Universities

	FIVE YEAR TREND	2015 ACTUAL	2016 GOALS	2017 GOALS	2018 GOALS	2019 GOALS
<b>Academic Quality</b>						
Faculty Awards	+133%	7 2012	10 2013	12 2014	14 2015	15 2016
National Academy Members	0%	1 2012	1 2013	1 2014	2 2015	2 2016
Number of Post-Doctoral Appointees	+25%	52 Fall 2013	64 Fall 2014	68 Fall 2015	75 Fall 2016	80 Fall 2017
Number of Science & Engineering Disciplines Nationally Ranked in Top 100 for Research Expenditures	n/a	3 of 8 2012-13	4 of 8 2013-14	4 of 8 2014-15	5 of 8 2015-16	5 of 8 2016-17
<b>Return on Investment</b>						
Total Research Expenditures (\$M) [includes non-Science & Engineering disciplines]	+57%	\$186 2013-14	\$195 2014-15	\$205 2015-16	\$215 2016-17	\$226 2017-18
Science & Engineering Research Expenditures (\$M)	+31%	\$143 2013-14	\$150 2014-15	\$158 2015-16	\$166 2016-17	\$174 2017-18
Science & Engineering R&D Expenditures in Non-Medical/Health Sciences (\$M)	+22%	\$132 2013-14	\$139 2014-15	\$146 2015-16	\$153 2016-17	\$161 2017-18
Percent of Research Expenditures funded from External Sources	-20 pts	51% 2013-14	55% 2014-15	55% 2015-16	55% 2016-17	55% 2017-18
Patents Issued	+18%	67 2014	69 2015	72 2016	76 2017	81 2018
Licenses/Options Executed	+183%	17 2012-13	23 2013-14	31 2014-15	33 2015-16	34 2016-17
Licensing Income Received (\$M)	+161%	\$1.1 2012-13	\$1.1 2013-14	\$1.2 2014-15	\$1.2 2015-16	\$1.3 2016-17
Number of Start-up Companies	+50%	3 2012-13	8 2013-14	10 2014-15	12 2015-16	14 2016-17
National Rank is Higher than Predicted by the Financial Resources Ranking [based on U.S. News & World Report]	n/a	173 2015	National Rank Financial Rank 2016	National Rank Financial Rank 2017	National Rank Financial Rank 2018	National Rank Financial Rank 2019
Research Doctoral Degrees Awarded	+15%	266 2013-14	275 2014-15	290 2015-16	305 2016-17	320 2017-18
Professional Doctoral Degrees Awarded	+210%	90 2013-14	100 2014-15	112 2015-16	120 2016-17	125 2017-18
<b>TOTAL NUMBER OF IMPROVING METRICS</b>		<b>19</b>	<b>24</b>	<b>20</b>	<b>24</b>	<b>21</b>





## KEY PERFORMANCE INDICATORS

**Institution Specific Goals**

Each university will provide updates for the metric goals reported in last year's Work Plans. The Board of Governors will consider the shaded 2017 goals for approval. University leadership will need to discuss any proposed changes with Board of Governors staff.

	FIVE YEAR TREND	2015 ACTUAL	2016 GOALS	2017 GOALS	2018 GOALS	2019 GOALS
<b>Bachelor's Degrees in Areas of Strategic Emphasis</b>	+33%	6,160	6,212	6,250	6,325	6,390
<b>Graduate Degrees in Areas of Strategic Emphasis</b>	+36%	1,675	1,556	1,579	1,625	1,675
<b>Bachelor's Degrees Awarded to Minorities</b>	+71%	3,676	3,800	3,950	4,100	4,225

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 third M.D. class graduates, UCF seeks to achieve critical milestones including maintaining full accreditation from the Liaison Committee on Medical Education, graduation and residency placement of future classes, expansion of the COM Faculty Practice to cover all non-faculty costs in 2016-17, a fully-enrolled medical education program with 480 students in 2016-17, expansion of the 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.*

<b>LCME Accreditation, M.D. Enrollment (GME App. Progress)</b>	14%	460	480	480	480	480
<b>UCF Health Faculty Practice (percent of non-faculty costs covered by practice revenue)</b>	46%	54%	75%	100%	100%	100%

**Goal 2.** *Be America's leading partnership university.*

*UCF, along with our educational partner Valencia College, proposes to expand our downtown Orlando presence, creating a world-class site for the teaching and learning of emerging animation, digital media, communications, and film. Located downtown, programs will create industry and community partnerships not possible at our main campus.*

*The UCF Business Incubation Program supports the Central Florida economy by providing early-stage companies with the tools, training, and infrastructure needed to create financially stable high growth and impact enterprises. Since 2008-09, firms participating in the UCF Business Incubation Program have helped directly create over \$886 million in regional economic output while directly sustaining more than 2,217 jobs. When indirect and induced impact are factored in, since 2008-09, firms participating in the UCF Business Incubation Program have helped create over \$1.7 billion in regional economic output while directly sustaining more than 3,698 jobs.*

<b>UCF Downtown Development</b>	n/a	Plan	Design Phase I	Build Phase I	Open Phase I	Increase internships
<b>Incubator Success (Jobs created, companies incubated)</b>	88%, 141%	2,217, 106	2,300, 120	2,400, 130	2,500, 140	2,600, 150



## FISCAL INFORMATION

## University Revenues (in Millions of Dollars)

	2014-15 Actual	2015-16 Appropriations
<b>Education &amp; General – Main Operations</b>		
State Funds	\$ 276.2	\$ xx.x
Tuition	\$ 253.5	n/a
<b>TOTAL MAIN OPERATIONS</b>	<b>\$ 529.7</b>	<b>n/a</b>
<b>Education &amp; General – Health-Science Center / Medical Schools</b>		
State Funds	\$ 25.8	\$ xx.x
Tuition	\$ 13.6	n/a
<b>TOTAL HSC</b>	<b>\$ 39.4</b>	<b>n/a</b>
<b>Education &amp; General – Institute of Food &amp; Agricultural Sciences (IFAS)</b>		
State Funds	n/a	n/a
Tuition	n/a	n/a
<b>TOTAL IFAS</b>	<b>n/a</b>	<b>n/a</b>
<b>EDUCATION &amp; GENERAL TOTAL REVENUES</b>	<b>\$ 569.1</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 2013-14 year.		
<b>OTHER BUDGET ENTITIES</b>		
<b>Auxiliary Enterprises</b>		
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	\$ 162.1	n/a
<b>Contracts &amp; Grants</b>		
Resources received from federal, state or private sources for the purposes of conducting research and public service activities.		
Revenues	\$ 118.2	n/a
<b>Local Funds</b>		
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	\$ 493.4	n/a
<b>Faculty Practice Plans</b>		
Revenues/receipts are funds generated from faculty practice plan activities.		
Revenues	\$ 1.7	n/a
<b>OTHER BUDGET ENTITY TOTAL REVENUES</b>	<b>\$ 775.4</b>	<b>n/a</b>
<b>UNIVERSITY REVENUES GRAND TOTAL</b>	<b>\$ 1,339.9</b>	<b>n/a</b>



## FISCAL INFORMATION (continued)

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

	FY 2012-13 ACTUAL	FY 2013-14 ACTUAL	FY 2014-15 ACTUAL	FY 2015-16 REQUEST	FY 2016-17 PLANNED
<b>Base Tuition</b>	\$3,100	\$3,152	\$3,152	\$3,152	\$3,152
<b>Tuition Differential Fee</b>	\$1,326	\$1,326	\$1,326	\$1,326	\$1,326
<b>Percent Increase</b>	15%	1.2%	0.0%	0.0%	0.0%
<b>Required Fees<sup>1</sup></b>	\$1,821	\$1,839	\$1,890	\$1,890	\$1,890
<b>TOTAL TUITION AND FEES</b>	<b>\$6,247</b>	<b>\$6,317</b>	<b>\$6,368</b>	<b>\$6,368</b>	<b>\$6,368</b>

Note<sup>1</sup>: For more information regarding required fees see list of per credit hour fees and block fees on next page.

**Student Debt Summary**

	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 GOAL
<b>Percent of Bachelor's Recipients with Debt</b>	49%	52%	48%	50%	50%
<b>Average Amount of Debt</b> <i>for Bachelor's who have graduated with debt</i>	\$19,700	\$21,400	\$23,200	\$23,400	\$23,200
<b>NSLDS Cohort Year</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013 GOAL</b>
<b>Student Loan Cohort Default Rate</b> (3rd Year)	7.5%	7.1%	5.4%	5.8% <i>draft</i>	5.6%

**Cost of Attendance** (for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2014-15)

	TUITION & FEES	BOOKS & SUPPLIES	ROOM & BOARD	TRANSPORTATION	OTHER EXPENSES	TOTAL
<b>ON-CAMPUS</b>	\$6,368	\$1,146	\$9,758	\$1,856	\$2,772	<b>\$21,900</b>
<b>AT HOME</b>	\$6,368	\$1,146	\$5,406	\$1,856	\$2,772	<b>\$17,548</b>

**Estimated Net Cost by Family Income** (for Full-Time Undergraduate Florida Residents in the Fall and Spring of 2014-15)

FAMILY INCOME GROUPS	FULL-TIME RESIDENT UNDERGRADUATES HEADCOUNT	PERCENT	AVG. NET COST OF ATTENDANCE	AVG. NET TUITION & FEES	AVG. GIFT AID AMOUNT	AVG. LOAN AMOUNT	
Below \$40,000	4,690	24.6%	\$12,490	-\$475	\$5,956	\$5,706	
\$40,000-\$59,999	1,365	7.2%	\$14,546	\$354	\$5,056	\$5,415	
\$60,000-\$79,999	1,144	6.0%	\$16,091	\$249	\$3,631	\$5,836	
\$80,000-\$99,999	1,011	5.3%	\$16,508	\$2,226	\$3,130	\$6,145	
\$100,000 Above	3,364	17.7%	\$16,864	\$2,203	\$3,078	\$6,289	
Missing*	7,453	39.2%	n/a	\$3,795	\$1,609	\$7,302	
<b>TOTAL</b>	<b>19,027</b>	<b>100%</b>	<b>AVERAGE</b>	<b>\$15,300*</b>	<b>\$1,392</b>	<b>\$3,743</b>	<b>\$6,115</b>

Notes: This data only represents Fall and Spring financial aid data and is accurate as of March 31, 2015. Please note that small changes to Spring 2014 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 (note\*: the total Net Cost of Attendance does not include students with missing family income data). 'Missing' includes students who did not file a FAFSA.



FISCAL INFORMATION (continued)  
UNIVERSITY TUITION, FEES AND HOUSING PROJECTIONS

<b><u>Undergraduate Students</u></b>	<b>-----Actual-----</b>			<b>-----Projected-----</b>			
	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
<b>Tuition:</b>							
Base Tuition - (0% inc. for 2015-16 to 2018-19)	\$103.32	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07	\$105.07
Tuition Differential <sup>5</sup>	44.2	\$44.20	\$44.20	\$44.20	\$44.20	\$44.20	\$44.20
<b>Total Base Tuition &amp; Differential per Credit Hour</b>	<b>\$147.52</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>	<b>\$149.27</b>
% Change		1.2%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Fees (per credit hour):</b>							
Student Financial Aid <sup>1</sup>	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16	\$5.16
Capital Improvement <sup>2</sup>	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76	\$6.76
Activity & Service	\$10.79	\$10.79	\$11.67	\$11.67	\$11.67	\$11.67	\$11.67
Health	\$10.30	\$10.89	\$10.84	\$10.84	\$10.84	\$10.84	\$10.84
Athletic	\$13.44	\$13.44	\$14.32	\$14.32	\$14.32	\$14.32	\$14.32
Transportation Access	\$9.10	\$9.10	\$9.10	\$9.10	\$9.10	\$9.10	\$9.10
Technology <sup>1</sup>	\$5.16	\$5.16	\$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>\$60.71</b>	<b>\$61.30</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>	<b>\$63.01</b>
<b>Total Tuition and Fees per Credit Hour</b>	<b>\$208.23</b>	<b>\$210.57</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>	<b>\$212.28</b>
% Change		1.1%	0.8%	0.0%	0.0%	0.0%	0.0%
<b>Fees (block per term):</b>							
Activity & Service							
Health							
Athletic							
Transportation Access							
Marshall Center Fee (USF only)							
Student Affairs Facility Use Fee (FSU only)							
List any new fee proposed							
<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>\$4,425.60</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>	<b>\$4,478.10</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$1,821.30</b>	<b>\$1,839.00</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>	<b>\$1,890.30</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$6,246.90</b>	<b>\$6,317.10</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>	<b>\$6,368.40</b>
\$ Change		\$70.20	\$51.30	\$0.00	\$0.00	\$0.00	\$0.00
% Change		1.1%	0.8%	0.0%	0.0%	0.0%	0.0%
<b>Out-of-State Fees</b>							
Out-of-State Undergraduate Fee	\$511.06	\$511.06	\$511.06	\$511.06	\$511.06	\$511.06	\$511.06
Out-of-State Undergraduate Student Financial Aid <sup>3</sup>	\$25.55	\$25.55	\$25.55	\$25.55	\$25.55	\$25.55	\$25.55
Total per credit hour	\$536.61	\$536.61	\$536.61	\$536.61	\$536.61	\$536.61	\$536.61
% Change		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Total Tuition for 30 Credit Hours</b>	<b>\$19,757.40</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>	<b>\$19,809.90</b>
<b>Total Fees for 30 Credit Hours</b>	<b>\$2,587.80</b>	<b>\$2,605.50</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>	<b>\$2,656.80</b>
<b>Total Tuition and Fees for 30 Credit Hours</b>	<b>\$22,345.20</b>	<b>\$22,415.40</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>	<b>\$22,466.70</b>
\$ Change		\$70.20	\$51.30	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.3%	0.2%	0.0%	0.0%	0.0%	0.0%
<b>Housing/Dining<sup>4</sup></b>							
	\$9,357.00	\$9,394.00	\$9,300.00	\$9,300.00	\$9,300.00	\$9,300.00	\$9,300.00
\$ Change		\$37.00	-\$94.00	\$0.00	\$0.00	\$0.00	\$0.00
% Change		0.4%	-1.0%	0.0%	0.0%	0.0%	0.0%



## ENROLLMENT PLANNING

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

	5 YEAR TREND (2009-14)	Fall 2014 ACTUAL HEADCOUNT		Fall 2015 PLANNED HEADCOUNT		Fall 2016 PLANNED HEADCOUNT		Fall 2017 PLANNED HEADCOUNT	
<b>UNDERGRADUATE</b>									
FTIC (Regular Admit)	-0.7%	24,385	46.7%	24,704	46.6%	25,284	46.6%	25,798	46.6%
FTIC (Profile Admit)	+59.5%	335	0.6%	339	0.6%	347	0.6%	354	0.6%
AA Transfers from FCS	+41.3%	21,436	41.0%	21,728	41%	22,272	41.0%	22,725	41.0%
Other Transfers	+18.8% $\Delta$	6,133	11.7%	6,217	11.7%	6,372	11.7%	6,502	11.7%
<b>Subtotal</b>	<b>+16.0%</b>	<b>52,289</b>	<b>100%</b>	<b>52,988</b>	<b>100%</b>	<b>54,276</b>	<b>100%</b>	<b>55,379</b>	<b>100%</b>
<b>GRADUATE*</b>									
Master's	-6.6%	5,413	69.4%	5,371	68.3%	5,334	67.5%	5,321	66.7%
Research Doctoral	+10.2%	1,756	22.5%	1,828	23.3%	1,891	23.9%	1,950	24.5%
Professional Doctoral	+306.4%	634	8.1%	660	8.4%	683	8.6%	704	8.8%
<b>Subtotal</b>	<b>+3.4%</b>	<b>7,803</b>	<b>100%</b>	<b>7,859</b>	<b>100%</b>	<b>7,907</b>	<b>100%</b>	<b>7,974</b>	<b>100%</b>
<b>UNCLASSIFIED</b>									
H.S. Dual Enrolled	+50.0%	27	3.7%	27	3.6%	27	3.5%	27	3.4%
Other	-29.2%	702	96.3%	723	96.4%	751	96.5%	760	96.6%
<b>Subtotal</b>	<b>-27.8%</b>	<b>729</b>	<b>100%</b>	<b>750</b>	<b>100%</b>	<b>778</b>	<b>100%</b>	<b>787</b>	<b>100%</b>
<b>TOTAL</b>	<b>+13.4%</b>	<b>60,821</b>		<b>61,597</b>		<b>62,961</b>		<b>64,140</b>	

Note\*: Includes Medical students.

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

	3 YEAR TREND (2010-11 to 2013-14)	2013-14		2014-15		2015-16		2016-17	
		ACTUAL FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL	PLANNED FTE	% of TOTAL
<b>UNDERGRADUATE</b>									
DISTANCE (>80%)	+23.3%	9,475	28.4%	10,034	29.7%	10,456	30.1%	10,892	30.6%
HYBRID (50%-79%)	+24.5%	2,371	7.1%	2,690	8.0%	2,883	8.3%	3,025	8.5%
TRADITIONAL (<50%)	-5.0%	21,536	64.5%	21,094	62.4%	21,399	61.6%	21,677	60.9%
<b>TOTAL</b>	<b>+3.5%</b>	<b>33,382</b>	<b>100%</b>	<b>33,818</b>	<b>100%</b>	<b>34,738</b>	<b>100%</b>	<b>35,594</b>	<b>100%</b>
<b>GRADUATE</b>									
DISTANCE (80%)	-18.7%	1,026	26.0%	1,001	26.5%	1,097	26.7%	1,096	26.5%
HYBRID (50%-79%)	+20.6%	486	12.3%	463	12.2%	507	12.3%	507	12.3%
TRADITIONAL (<50%)	-8.3%	2,433	61.7%	2,318	61.3%	2,506	61.0%	2,527	61.2%
<b>TOTAL</b>	<b>-8.6%</b>	<b>3,945</b>	<b>100%</b>	<b>3,782</b>	<b>100%</b>	<b>4,110</b>	<b>100%</b>	<b>4,130</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)

## Planned Enrollment Plan by Residency and Student Level (Florida FTE)

	Estimated Actual 2014-15	Funded 2015-16	Planned 2015-16	Planned 2016-17	Planned 2017-18	Planned 2018-19	Planned 2019-20	Planned 2020-21	Planned Annual Growth Rate*
<b>STATE FUNDABLE</b>									
<b>Florida Resident</b>									
LOWER	11,229	n/a	11,355	11,637	11,896	12,123	12,384	12,615	2.13%
UPPER	21,376	n/a	21,623	22,152	22,650	23,083	23,576	24,015	2.12%
GRAD I	2,351	n/a	2,316	2,302	2,304	2,314	2,349	2,403	0.74%
GRAD II	583	n/a	595	615	632	661	685	709	3.55%
<b>TOTAL</b>	<b>35,539</b>	<b>x,xxx</b>	<b>35,889</b>	<b>36,708</b>	<b>37,482</b>	<b>38,182</b>	<b>38,994</b>	<b>39,742</b>	<b>2.06%</b>
<b>Non- Resident</b>									
LOWER	554	n/a	560	574	587	598	611	622	2.13%
UPPER	660	n/a	667	684	699	712	728	741	2.12%
GRAD I	381	n/a	375	373	373	375	381	390	0.74%
GRAD II	467	n/a	477	493	506	529	548	567	3.55%
<b>TOTAL</b>	<b>2,061</b>	<b>x,xxx</b>	<b>2,079</b>	<b>2,123</b>	<b>2,165</b>	<b>2,214</b>	<b>2,267</b>	<b>2,320</b>	<b>2.22%</b>
<b>TOTAL</b>									
LOWER	11,782	10,758	11,914	12,211	12,483	12,721	12,994	12,994	2.13%
UPPER	22,036	16,481	22,290	22,836	23,349	23,796	24,303	24,303	2.12%
GRAD I	2,732	2,899	2,691	2,676	2,677	2,689	2,730	2,730	0.74%
GRAD II	1,050	702	1,072	1,108	1,137	1,191	1,234	1,234	3.55%
<b>TOTAL</b>	<b>37,600</b>	<b>30,840</b>	<b>37,968</b>	<b>38,831</b>	<b>39,647</b>	<b>40,396</b>	<b>41,261</b>	<b>42,062</b>	<b>2.07%</b>
<b>NOT STATE FUNDABLE</b>									
LOWER	236	n/a	239	245	250	255	260	265	2.10%
UPPER	291	n/a	294	302	308	314	321	328	2.19%
GRAD I	329	n/a	324	323	323	324	329	333	0.52%
GRAD II	22	n/a	23	23	24	25	26	27	3.56%
<b>TOTAL</b>	<b>879</b>	<b>n/a</b>	<b>880</b>	<b>892</b>	<b>905</b>	<b>919</b>	<b>937</b>	<b>953</b>	<b>1.60%</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. Note\*: The average annual growth rate is based on the annual growth rate from 2015-16 to 2020-21.

## Medical Student Headcount Enrollments

<b>Medical Doctorate Headcounts</b>									
RESIDENT	318	460	348	363	363	363	363	363	0.9%
NON-RESIDENT	102	xxx	112	117	117	117	117	117	0.9%
<b>TOTAL</b>	<b>420</b>	<b>460</b>	<b>460</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>480</b>	<b>0.9%</b>



## ACADEMIC PROGRAM COORDINATION

**New Programs For Consideration by University in AY 2015-16**

The S.U.S. Council of Academic Vice Presidents (CAVP) Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2014-15 Work Plan list for programs under consideration for 2015-16.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT in 5th year	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Materials Science and Engineering	14.1801	STEM	UF	N	80	Nov-2015
Integrative Science and Technology	30.01xx	STEM	UF, USF, UWF	N	250	Nov-2015
Entertainment Management	52.09xx		-	N	300	Mar-2016
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Data Analytics	11.0199	STEM	-	N	30	Mar-2016
Biomedical Engineering	14.0501	STEM	FAMU, FAU, FIU, FSU, UF, USF-T	N	25	Mar-2016
Business Analytics	52.1301	STEM	-	N	25	Mar-2016
<b>DOCTORAL PROGRAMS</b>						
Strategic Communication and Risk	09.0900	GAP	-	N	36	Mar-2016
Data Analytics	27.0501	STEM	FSU, UF	N	25	Mar-2016
Integrative Anthropological Sciences	30.1701		-	N	25	Mar-2016

**New Programs For Consideration by University in 2016-18**

These programs will be used in the 2016 Work Plan list for programs under consideration for 2016-17.

PROGRAM TITLES	CIP CODE 6-digit	AREA OF STRATEGIC EMPHASIS	OTHER UNIVERSITIES WITH SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT in 5th year	PROPOSED DATE OF SUBMISSION TO UBOT
<b>BACHELOR'S PROGRAMS</b>						
Biomedical Engineering	14.0501	STEM	FGCU, FIU	N	-	July-2016
<b>MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS</b>						
Cognitive Sciences and Cognitive Systems	30.2501	STEM	-	N	-	Mar-2017
Public Health	51.2201	HLTH	FAMU, FIU, FSU, UF, USF-T, UWF	Y		Mar-2018
Arts Management	50.1099	-	-	N	-	Mar-2018
<b>DOCTORAL PROGRAMS</b>						
Communication Science and Disorders	51.0204	HLTH	FSU, UF, USF-T			Mar-2017
Biomedical Engineering	14.0501	STEM	FAMU, FIU, FSU, UF, USF-T	N		July-2017



## DEFINITIONS

## Performance Based Funding

**Percent of Bachelor's Graduates Employed Full-time or Continuing their Education in the U.S. One Year After Graduation**

This metric is based on the percentage of a graduating class of bachelor's degree recipients who are employed full-time or continuing their education somewhere in the United States. Students who do not have valid social security numbers and are not found enrolled are excluded. Note: This data now non-Florida employment data.  
Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP) analysis of Wage Record Interchange System (WRIS2) and Federal Employment Data Exchange (FEDES), and National Student Clearinghouse (NSC).

**Median Wages of Bachelor's Graduates Employed Full-time in Florida One Year After Graduation**

This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. UI wage data does not include individuals who are self-employed, employed out of state, employed by the military or federal government, those without a valid social security number, or making less than minimum wage.  
Sources: State University Database System (SUDS), Florida Education & Training Placement Information Program (FETPIP), National Student Clearinghouse.

**Average Cost per Bachelor's Degree**  
*Instructional costs to the university*

For each of the last four years of data, the annual total undergraduate instructional expenditures were divided by the total fundable student credit hours to create a cost per credit hour for each year. This cost per credit hour was then multiplied by 30 credit hours to derive an average annual cost. The average annual cost for each of the four years was summed to provide an average cost per degree for a baccalaureate degree that requires 120 credit hours.  
Sources: State University Database System (SUDS), Expenditure Analysis: Report IV.

**Six Year FTIC Graduation Rate**

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and had graduated from the same institution within six years. Students of degree programs longer than four years (eg, PharmD) are included in the cohorts. Students who are active duty military are not included in the data.  
Source: State University Database System (SUDS).

**Academic Progress Rate**  
*2nd Year Retention with GPA Above 2.0*

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and were still enrolled in the same institution during the Fall term following their first year with had a grade point average (GPA) of at least 2.0 at the end of their first year (Fall, Spring, Summer).  
Source: State University Database System (SUDS).

**University Access Rate**  
*Percent of Undergraduates with a Pell-grant*

This metric is based the number of undergraduates, enrolled during the fall term, who received a Pell-grant during the fall term. Unclassified students, who are not eligible for Pell-grants, were excluded from this metric.  
Source: State University Database System (SUDS).

**Bachelor's Degrees Awarded within Programs of Strategic Emphasis**  
(includes STEM)

This metric is based on the number of baccalaureate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).  
Source: State University Database System (SUDS).

**Graduate Degrees Awarded within Programs of Strategic Emphasis**  
(includes STEM)

This metric is based on the number of graduate degrees awarded within the programs designated by the Board of Governors as 'Programs of Strategic Emphasis'. A student who has multiple majors in the subset of targeted Classification of Instruction Program codes will be counted twice (i.e., double-majors are included).  
Source: State University Database System (SUDS).





**Freshmen in Top 10% of High School Class**

Applies to: NCF

Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class.  
Source: New College of Florida.

**BOG Choice Metrics**

**Percent of Bachelor's Degrees Without Excess Hours**

This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory.

Note: It is important to note that the statutory provisions of the "Excess Hour Surcharge" (1009.286, FS) have been modified several times by the Florida Legislature, resulting in a phased-in approach that has created three different cohorts of students with different requirements. The performance funding metric data is based on the latest statutory requirements that mandates 110% of required hours as the threshold. In accordance with statute, this metric excludes the following types of student credits (ie, accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program).

Source: State University Database System (SUDS).

**Number of Faculty Awards**

This metric is based on the number of awards that faculty have earned in the arts, humanities, science, engineering and health fields as reported in the annual 'Top American Research Universities' report. Twenty-three of the most prominent awards are considered, including: Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, MacArthur Foundation Fellows, National Endowment for the Humanities (NEH) Fellows, National Medal of Science and National Medal of Technology, Robert Wood Johnson Policy Fellows, Sloan Research Fellows, Woodrow Wilson Fellows, to name a few awards.  
Source: Center for Measuring University Performance, Annual Report of the Top American Research Universities (TARU).

**National Ranking for Institutional & Program Achievements**

This metric is based on the number of Top 50 university rankings that NCF earned from the following list of publications: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance. Source: Board of Governors staff review.

**BOT Choice Metrics**

**Percent of R&D Expenditures Funded from External Sources**  
FAMU

This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources.  
Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).

**Bachelor's Degrees Awarded to Minorities**  
FAU, FGCU, FIU

This metric is the number, or percentage, of baccalaureate degrees granted in an academic year to Non-Hispanic Black and Hispanic students. This metric does not include students classified as Non-Resident Alien or students with a missing race code.

Source: State University Database System (SUDS).

**National Rank Higher than Predicted by the Financial Resources Ranking Based on U.S. and World News**  
FSU

This metric is based on the difference between the Financial Resources rank and the overall University rank. U.S. News measures financial resources by using a two-year average spending per student on instruction, research, student services and related educational expenditures - spending on sports, dorms and hospitals doesn't count.

Source: US News and World Report's annual National University rankings.



<b>Percent of Undergraduate Seniors Participating in a Research Course</b> NCF	This metric is based on the percentage of undergraduate seniors who participate in a research course during their senior year. Source: New College of Florida.
<b>Number of Bachelor Degrees Awarded Annually</b> UCF	This metric is the number of baccalaureate degrees granted in an academic year. Students who earned two distinct degrees in the same academic year were counted twice; students who completed multiple majors or tracks were only counted once. Source: State University Database System (SUDS).
<b>Total Research Expenditures</b> UF	This metric is the total expenditures (includes non-science & engineering fields) for research & development activities within a given fiscal year. Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).
<b>Percent of Course Sections Offered via Distance and Blended Learning</b> UNF	This metric is based on the percentage of course sections classified as having at least 50% of the instruction delivered using some form of technology, when the student and instructor are separated by time or space, or both. Source: State University Database System (SUDS).
<b>Number of Postdoctoral Appointees</b> USF	This metric is based on the number of post-doctoral appointees at the beginning of the academic year. A postdoctoral researcher has recently earned a doctoral (or foreign equivalent) degree and has a temporary paid appointment to focus on specialized research/scholarship under the supervision of a senior scholar. Source: National Science Foundation/National Institutes of Health annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).
<b>Percentage of Adult Undergraduates Enrolled</b> UWF	This metric is based on the percentage of undergraduates (enrolled during the fall term) who are at least 25 years old at the time of enrollment. This includes undergraduates who are not degree-seeking, or unclassified. Source: State University Database System (SUDS).

#### Preeminent Research University Funding Metrics

<b>Average GPA and SAT Score</b>	An average weighted grade point average of 4.0 or higher and an average SAT score of 1800 or higher for fall semester incoming freshmen, as reported annually in the admissions data that universities submit to the Board of Governors. This data includes registered FTIC (student type='B','E') with an admission action of admitted or provisionally admitted ('A','P','X').
<b>Public University National Ranking</b>	A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.
<b>Freshman Retention Rate (Full-time, FTIC)</b>	Freshman Retention Rate (Full-time, FTIC) as reported annually to the Integrated Postsecondary Education Data System (IPEDS). The retention rates that are reported in the Board's annual Accountability report are preliminary because they are based on student enrollment in their second fall term as reported by the 28th calendar day following the first day of class. When the Board of Governors reports final retention rates to IPEDS in the Spring (usually the first week of April), that data is based on the student enrollment data as reported after the Fall semester has been completed. The preliminary and final retention rates are nearly identical when rounded to the nearest whole number.



<b>6-year Graduation Rate</b> (Full-time, FTIC)	Cohorts are based on undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent Graduated is based on federal rate and does <u>not</u> include students who originally enroll as part-time students, or who transfer into the institution. This metric complies with the requirements of the federal Student Right to Know Act that requires institutions to report the completion status at 150% of normal time (or six years). For more information about how this data is calculated, see: <a href="http://www.flbog.edu/about/budget/docs/performance_funding/PBF_GRADUATION_and_RETENTION_Methodology_FINAL.pdf">http://www.flbog.edu/about/budget/docs/performance_funding/PBF_GRADUATION_and_RETENTION_Methodology_FINAL.pdf</a> .
<b>National Academy Memberships</b>	National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report.
<b>Total Annual Research Expenditures (\$M)</b> (Science & Engineering only)	Total Science & Engineering Research Expenditures, including federal research expenditures, of \$200 million or more, as reported annually by the National Science Foundation (NSF).
<b>Total Annual Research Expenditures in Diversified Non-Medical Sciences (\$M)</b> (Science & Engineering only)	Total S&E research expenditures in non-medical sciences as reported by the NSF. This removes medical sciences funds (9F & 12F in HERD survey) from the total S&E amount.
<b>National Ranking in S.T.E.M. Research Expenditures</b>	The NSF identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, Social Sciences). The rankings by discipline are determined by BOG staff using the NSF WebCaspar database.
<b>Patents Awarded</b> (over 3 year period)	Total patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent 3-year period. Due to a year-lag in published reports, Board of Governors staff query the USPTO database with a query that only counts utility patents: "(AN/"University Name" AND ISD/yyyymmdd->yyyymmdd AND APT/1)".
<b>Doctoral Degrees Awarded Annually</b>	Doctoral degrees awarded annually, as reported annually in the Board of Governors Accountability Report. Note: per legislative workpapers, this metric does <u>not</u> include Professional degrees.
<b>Number of Post-Doctoral Appointees</b>	The number of Postdoctoral Appointees awarded annually, as reported in the TARU annual report. This data is based on National Science Foundation/National Institutes of Health annual Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).
<b>Endowment Size (\$M)</b>	This data comes from the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets - which, due to timing, may release the next fiscal year's data after the Board of Governors Accountability report is published.



### Goals Common to All Universities

#### Academic Quality

<b>Avg. SAT Score</b> (for 3 subtests)	An average weighted grade point average of 4.0 or higher and an average SAT score of 1800 or higher for fall semester incoming freshmen, as reported annually in the admissions data that universities submit to the Board of Governors. This data includes registered FTIC (student type='B','E') with an admission action of admitted or provisionally admitted ('A','P','X').
<b>Avg. HS GPA</b>	The average HS GPA for Admitted & Registered FTIC and early admit (B,E) students. Max score is 5.0.
<b>Professional/Licensure Exam First-time Pass Rates</b>	The number of exams with first-time pass rates above and below the national or state average, as reported in the annual Accountability report, including: Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy.

#### Operational Efficiency

<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 as reported in the annual Accountability report (table 4B) – see <a href="#">link</a> .
<b>FTIC Graduation Rates</b> In 4 years (or less) In 6 years (or less)	As reported in the annual Accountability report (table 4D), 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 from or is still enrolled in the <u>same</u> institution by the fourth or sixth academic year. Both full-time and part-time students are used in the calculation. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
<b>AA Transfer Graduation Rates</b> In 2 years (or less)	As reported in the annual Accountability report (table 4E), 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 from or is still enrolled in the <u>same</u> institution by the second or fourth academic year. Both full-time and part-time students are used in the calculation. The initial cohort is revised to remove students, who have allowable exclusions as defined by IPEDS, from the cohort.
<b>Average Time to Degree (for FTIC)</b>	This metric is the number of years between the start date (using date of most recent admission) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (Summer, Fall, Spring) year.

#### Return on Investment

<b>Bachelor's Degrees Awarded</b>	This is a count of baccalaureate degrees awarded as reported in the annual Accountability Report (table 4G).
<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 as reported in the annual Accountability Report (table 4H).
<b>Graduate Degrees Awarded</b>	This is a count of graduate degrees awarded as reported in the Accountability Report (table 5B).
<b>Percent of Graduate Degrees in STEM</b>	The percentage of baccalaureate degrees that are classified as STEM by the Board of Governors in the SUS program inventory as reported in the annual Accountability Report (table 5C).
<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).



## Goals Specific to Research Universities

### Academic Quality

#### Faculty Awards

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: [http://mup.asu.edu/research\\_data.html](http://mup.asu.edu/research_data.html).

#### National Academy Members

The number of National Academy members included in the National Academy of Sciences, National Academy of Engineering, and the Institute of Medicine. As reported by the Top American Research Universities – see: [http://mup.asu.edu/research\\_data.html](http://mup.asu.edu/research_data.html).

#### Number of Post-Doctoral appointees

As submitted to the National Science Foundation Survey of Graduate Students and Postdoctorates in Science & Engineering (also known as the GSS) – see [link](#).

#### Number of Science & Engineering Disciplines nationally ranked in Top 100 for research expenditures

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). Historically NSF provided these rankings (see tables 45-61 at [link](#)), but now data must be queried via WebCASPASPAR – see [link](#).

### Return on Investment

#### Total Research Expenditures (\$M)

Total expenditures for all research activities (including non-science and engineering activities) as reported in the National Science Foundation annual survey of Higher Education Research and Development (HERD).

#### Science & Engineering Research Expenditures in non-medical/health sciences

This metric reports the Science & Engineering total R&D expenditures minus the research expenditures for medical sciences as reported by the National Science Foundation. Historically NSF provided these data (see [link](#), table 36 *minus* table 52), but now data must be queried via WebCASPASPAR.

#### Percent of R&D Expenditures funded from External Sources

This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources.  
Source: National Science Foundation annual survey of Higher Education Research and Development (HERD).

#### Patents Issued

Total patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent calendar year. Due to a year-lag in published reports, Board of Governors and university staff query the USPTO database with a query that only counts utility patents "(AN/"University Name" AND ISD/yyyymmdd->yyyymmdd AND APT/1)".

#### Licenses/Options Executed

Licenses/options executed in the fiscal year for all technologies as reported in the annual Accountability Report (table 6A).

#### Licensing Income Received (\$M)

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. Data as reported in the annual Accountability Report (table 6A).

#### Number of Start-up Companies

The number of start-up companies that were dependent upon the licensing of University technology for initiation as reported in the annual Accountability Report (table 6A).

#### National rank is higher than predicted by Financial Resources Ranking

This metric compares the overall national university ranking to the financial resources rank as reported by the US News and World report.



based on US News & World Report

<b>Research Doctoral Degrees Awarded</b>	The number of research doctoral degrees awarded annually as reported in the annual Accountability Report (table 5B).
<b>Professional Doctoral Degrees Awarded</b>	The number of professional doctoral degrees awarded annually as reported in the annual Accountability Report (table 5B).

**Student Debt Summary**

**Percent of Bachelor's Recipients with Debt**  
 This is the percentage of bachelor's graduates in a given academic year who entered the university as a first-time-in-college (FTIC) student and who borrowed through any loan programs (institutional, state, Federal Perkins, Federal Stafford Subsidized and unsubsidized, private) that were certified by your institution - excludes parent loans.  
 Source: Common Dataset (H4).

**Average Amount of Debt for Bachelor's who have graduated with debt**  
 This is the average amount of cumulative principal borrowed (from any loan program certified by the institution) for each native, FTIC bachelor's recipient in a given academic year that graduated with debt – see metric definition above. This average does NOT include students who did not enter a loan program that was certified by the institution.  
 Source: Common Dataset (H5).

**Student Loan Cohort Default Rate (3rd Year)**  
 Student loan cohort default rate (CDR) data includes undergraduate and graduate students, and refers to the three federal fiscal year period when the borrower enters repayment and ends on the second fiscal year following the fiscal year in which the borrower entered repayment. Cohort default rates are based on the number of borrowers who enter repayment, not the number and type of loans that enter repayment. A borrower with multiple loans from the same school whose loans enter repayment during the same cohort fiscal year will be included in the formula only once for that cohort fiscal year. Default rate debt includes: Federal Stafford Loans, and Direct Stafford/Ford Loans – for more information see: <http://ifap.ed.gov/DefaultManagement/CDRGuideMaster.html>.

Three Year CDR			
Cohort Fiscal Year	Year Published	Borrowers in the Numerator Borrowers in the Denominator	3-Yr Time Period (Numerator) 1-Yr Time Period (Denominator)
2009	2012	Borrowers who entered repayment in 2009 and defaulted in 2009, 2010 or 2011 Borrowers who entered repayment in 2009	10/01/2008 to 9/30/2011 10/01/2008 to 9/30/2009
2010	2013	Borrowers who entered repayment in 2010 and defaulted in 2010, 2011 or 2012 Borrowers who entered repayment in 2010	10/01/2009 to 9/30/2012 10/01/2009 to 9/30/2010
2011	2014*	Borrowers who entered repayment in 2011 and defaulted in 2011, 2012 or 2013 Borrowers who entered repayment in 2011	10/01/2010 to 9/30/2013 10/01/2010 to 9/30/2011
2012	2015	Borrowers who entered repayment in 2012 and defaulted in 2012, 2013 or 2014 Borrowers who entered repayment in 2012	10/01/2011 to 9/30/2014 10/01/2011 to 9/30/2012
2013	2016	Borrowers who entered repayment in 2013 and defaulted in 2013, 2014 or 2015 Borrowers who entered repayment in 2013	10/01/2012 to 9/30/2015 10/01/2012 to 9/30/2013
2014	2017	Borrowers who entered repayment in 2014 and defaulted in 2014, 2015 or 2016 Borrowers who entered repayment in 2014	10/01/2013 to 9/30/2016 10/01/2013 to 9/30/2014
2015	2018	Borrowers who entered repayment in 2015 and defaulted in 2015, 2016 or 2017 Borrowers who entered repayment in 2015	10/01/2014 to 9/30/2017 10/01/2014 to 9/30/2015

ITEM: FF-1

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Revisions to Regulation UCF-6.008 Vehicle Registration Fees; Parking Violation Fines

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approve the attached amendments to existing university regulation UCF-6.008 Vehicle Registration Fees; Parking Violation Fines.

**BACKGROUND INFORMATION**

The procedure adopted by the Florida Board of Governors requires that all regulation revisions relating to tuition or fees be approved by the UCF Board of Trustees and then by the Florida Board of Governors. The board is being requested to approve revisions to UCF-6.008 to be effective at the start of the Fall 2015 semester.

---

Supporting documentation: University Regulation UCF-6.008

Prepared by: Youndy C. Cook, Deputy General Counsel

Submitted by: W. Scott Cole, Vice President and General Counsel

**UCF-6.008 Vehicle Registration Fees; Parking Violation Fines.**

(1) Vehicle Registration Fees. All fees, as posted, do not include applicable State Sales Taxes. Vehicle permit fees are subject to change at the beginning of each academic year. There is no refund for a parking permit once it is issued.

(a) Decal fees for the ~~2014-15~~2015-16 academic years and going forward are:

Classification	<del>Annual</del> <u>Multi-semester</u>	1 Semester
B	\$303.60	\$152.29
BM	\$303.60	
C	\$181.01	\$ 90.98
CM	\$181.01	
D	\$90.03	\$ 45.01
DM	\$90.03	
G	No charge	No charge
KP	\$135.04	\$67.52
MC	\$46.93	\$23.94
R	\$135.04	\$67.52
RL	\$135.04	\$67.52

(b) Hangtag fees for the ~~2014-15~~2015-16 academic years and going forward are:

Classification	<del>Annual</del> <u>Multi-semester</u>	1 Semester
A	\$1029.58	\$514.79
B	<del>\$379.50</del> <u>\$318.78</u>	<del>\$190.36</del> <u>\$159.39</u>
BM	<del>\$379.50</del> <u>\$318.78</u>	
C	<del>\$226.26</del> <u>\$190.06</u>	<del>\$113.73</del> <u>\$95.03</u>
CM	<del>\$226.26</del> <u>\$190.06</u>	



D	<del>\$112.54</del> <u>\$94.53</u>	<del>\$56.26</del> <u>\$47.27</u>
KP	<del>\$168.80</del> <u>\$141.79</u>	<del>\$84.40</del> <u>\$70.90</u>
R	<del>\$168.80</del> <u>\$141.79</u>	<del>\$84.40</del> <u>\$70.90</u>
RL	<del>\$168.80</del> <u>\$141.79</u>	<del>\$84.40</del> <u>\$70.90</u>
V	\$47.89 monthly or \$478.87 annually from date of purchase	

(c) Additional Parking Fees:

1. Daily Visitor: \$5.00 per day.
  - a. Daily Visitor permits after 5:30 p.m.: \$3.00
  - b. Daily Visitor permits are valid from the time of purchase until 11:59 p.m. the same day.
2. Temporary, No Charge (available to current permit holders only).
3. Metered parking: \$1.00 per hour.
4. Pay-by-space (Visitors Lot Only): \$1.00 per hour for a 2-hour maximum.
5. Replacement permits are issued for \$14.08 plus tax for ~~an annual~~ a multi-semester permit and \$7.04 plus tax for a one semester permit. Proof of sale of the vehicle or return of the original permit is required.

(d) Special Provisions. All on-campus residents must pay a premium of 50% above the regular price of a decal. Parking Lots H-5 through H-9 are designated for Lake Claire residents only.

(e) Students who are enrolled in the programs offered by the Center for Multilingual Multicultural Studies (CMMS) are eligible to purchase a seven (7) week permit designated as "DIT". The fee for each seven (7) week permit will be \$25 + state sales tax.

(2) Schedule of Parking Violation Fines.

(a) Violation	Fine
Unregistered or No Valid Permit	\$30.00
Improper Display of Permit	\$20.00
Unauthorized or Fraudulent Use of Permit	\$100.00

Expired License Plate	\$40.00
Parking in a Disabled Space Without Proper Permit	\$250.00
Blocking a Disabled Ramp	\$250.00
Unauthorized Parking in a 24-Hour Reserved Space	\$50.00
Blocking Traffic or a Roadway	\$30.00
Parking in a Service Vehicle Space Without Proper Permit	\$35.00
Parked Out of Assigned Area	\$25.00
Expired Meter or Overtime in a Pay-by-Space Parking Space	\$20.00
Parking in an Undesignated Area	\$30.00
<u>Immobilization Fee</u>	<u>\$50.00</u>
Any Other Parking Violation Not Herein Specified	\$20.00

- (b) All parking violation fines are due within 10 working days. Fines not paid within ten (10) working days, will accumulate a \$10.00 late fee.
- (c) Administrative Fees: A fee may be applied in lieu of the original citation fee(s) when the appellant is found to have committed the violation but the ~~A~~appeals committee deems it reasonable to waive a portion of the fee.
  - 1. Immobilization (Boot) Fee: \$50.00
  - 2. Impoundment Fee (for bicycles): \$20.00
  - 3. Failure to display a valid parking permit: \$10.00 each occurrence
  - 4. Failure to display a valid license plate: \$10.00 each occurrence

*Authority: BOG Regulations 1.001 and 7.003. History–New 7-1-09, Amended 8-12-10, 7-7-11, 6-29-12, 7-23-13, 7-9-14, \_\_\_\_\_-15.*

ITEM: FF-2

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Amendments to University Regulation UCF-4.0292 Potentially Hazardous Events

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approve amendments to University of Central Florida Regulation UCF-4.0292 Potentially Hazardous Events.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

Regulation UCF-4.0292 is being amended to clarify and improve procedures for groups and individuals to propose and hold potentially hazardous events on university property. Potentially hazardous events are those that could reasonably be expected to create risk of harm to persons or property and include such things as events that involve fireworks, events that involve large crowds, and events such as parades. This regulation outlines the process for review and, as appropriate, approval or disapproval of such events.

---

**Supporting documentation:** Proposed Amended Regulation UCF-4.0292 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel

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

**UCF-4.0292 Potentially Hazardous Events.**

(1) Scope.

- (a) This regulation applies to the holding of potentially hazardous events on university controlled property. Excepted from this regulation are official events which are scheduled annually in university publications (classes, orientation, registration, etc.).
- (b) The provisions of this regulation are in addition to the provisions of other University regulations and university policies related to campus events. Related regulations include University Regulations UCF-4.029, 4.0293, and 4.0294. Definitions of key terms used in this regulation may be found in University Regulation UCF-4.029.
- (c) A potentially hazardous event is defined as any activity that could reasonably be expected to create a risk of harm to persons or of defacement or damage to public or private property. Examples of potentially hazardous events include, but are not limited to: bonfires; lighting of fireworks; events involving helicopters or other aircraft; motor vehicle races; gatherings in excess of 400 persons, including unregistered campus athletic events; marches (including any organized walks or runs); parades; outdoor events involving animals; any event involving the distribution of alcohol; ~~any outdoor event requiring electricity;~~ and any event on Memory Mall.

(2) Required Approvals.

- (a) Except as otherwise provided in paragraph (1)(a) above, any organization, university department, employee, or student must apply for and secure approval in advance before conducting or publicly announcing intent to conduct a potentially hazardous event on campus. In the case of a university employee, ~~concurrence~~ signature of the individual's supervisor is required in advance.
- (b) Applications for approval of a proposed potentially hazardous event shall be made in writing to the Office of Student Involvement using the Safety Action for Event Approval ~~f~~Form (SAFE Form), at least 15 calendar days in advance of the proposed event. For events that are anticipated to require additional time for departmental review (such as events where additional security will be required,

~~where campus streets will need to be closed, or where special arrangements will need to be made to protect university facilities), the university may require the applicant to initiate the SAFE Form approval process sooner. Failure to comply with the SAFE Form submittal deadline is grounds for the university to deny approval for the proposed event. Time limits can be shortened, unless this time limit is waived~~ by any University official required to approve the event (see below). The Environmental Health and Safety Office (EH&S), the Office of Student Involvement (OSI), or the UCF Police Department will, upon request, furnish the applicant with blank copies of this form. The form is also available at <http://www.safe.sdes.ucf.eduwww.GetInvolveducf.com>.

- (c) Each application shall be accompanied by proof of insurance as specified in subsection (6) below.
- (d) The applicant must deliver to the Office of Student Involvement a completed SAFE Form signed by (1) the faculty/staff advisor (if a student organization), an authorized department representative (if a university department or unit), the individual (if an individual), or the representative (if an organization other than a student organization); (2) Fraternity & Sorority Life (if a greek student organization); and (3) the facility/building coordinator (a person who has authority to approve an event at the event location as identified on the application). It is the applicant's responsibility to monitor the progress of the form by contacting OSI staff prior to the event. OSI staff will circulate applications to the following University officials for their information and approval:

- 1. UCF Police Department
- 2. ~~Campus-UCF~~ Landscape & Natural Resources
- 3. Facilities Operations
- 4. Environmental Health and Safety/Insurance
- 5. ~~Appropriate building coordinator~~Office of Student Involvement

~~When-After~~ the application has been circulated among the above University officials, the application will be returned to the Office of Student Involvement. ~~The Director of Student Involvement or designee must approve events proposed~~

~~by student organizations and students. For all other event applicants, the Director of Student Involvement or designee will receive the application for information and processing only.~~ The Office of Student Involvement or a designee will advise the applicant of the University's approval or disapproval of the event, and, if applicable, any conditions.

(3) Cancellations and Terminations.

- (a) Application or approval for conducting a potentially hazardous event may be cancelled by either the applicant or the university upon giving written notice to the other party.
- (b) Any event may be terminated at any stage by the University Police Department or any university official whose approval is required for the event if it is determined that the event is not being conducted strictly in accordance with the terms of the approved application, the event is or has become disruptive or unsafe, there are emergency circumstances, or the event is interfering with other events or with university operations. Additionally, an event may be terminated for failure to provide and maintain appropriate insurance, as outlined in paragraph (6).

(4) Applicant's Responsibility. In addition to securing university approval (on the SAFE Form) to conduct the event, applicants shall be responsible for ensuring:

- (a) The event is conducted as described in the approved application including any requirements thereon for clean-up, extra security, etc.
- (b) All restrictions placed on the event by the university are followed.
- (c) The event does not become disruptive or unsafe.
- (d) The event does not interfere with other events or university operations.
- (e) All other procedures applicable to campus events are followed (i.e., no damage to property, displays of proper size, etc.).

(5) University Assistance. If facilities and personnel are available, the University may be able to assist applicants by providing security, clean-up crews, etc., at cost. However, there is no assurance that such assistance will be available for any specific event.

(6) Insurance Requirements.

- (a) All potentially hazardous events must be covered by liability insurance. The University may also require that the applicant make security arrangements for the

event. The costs of such insurance or security shall be the responsibility of the applicant.

- (b) University ~~departments~~organizations acting as applicants shall contact the University's insurance officer to determine if the current UCF liability coverage provides the required protection or if a special rider must be obtained. Cost of such rider shall be charged to the applying department's account.
- (c) All other applicants must furnish at their own cost appropriate proof of adequate insurance from a company licensed to do business in the State of Florida by the Florida Department of Insurance.
- (d) Insurance Requirements. University-related and Non-University organizations must provide with their application a certificate of insurance provided by a company licensed to do business in the State of Florida, indemnifying and holding harmless the University, the Board of Trustees, and the Florida Board of Governors, and their officers and employees, from any and all liability, whatever its nature or description, caused by or resulting from the use or proposed use of the University facilities, in an amount not less than \$1,000,000 per occurrence. The applicant must provide with the application a certificate of insurance showing the Board of Trustees as an additional insured.

*Authority: BOG Regulation 1.001. History—New 5-28-85, Formerly 6C7-4.292, Amended 12-22-86, 7-27-92, 4-27-03, 11-20-06, 6-4-07, 06-09-08, Formerly 6C7-4.0292, Amended 1-15-2010, 2-5-15, \_\_\_\_\_-15.*

ITEM: FF-3

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Amendments to University Regulation UCF-6.007 Traffic/Parking Regulation and Enforcement

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approve amendments to existing university regulation UCF-6.007 Traffic/Parking Regulation and Enforcement.

**BACKGROUND INFORMATION**

Florida Board of Governors Regulation 1.001 provides that “Each Board of Trustees is authorized to promulgate University Regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors.”

This regulation relates to campus traffic and parking requirements, including restrictions on parking and the requirement that any vehicle parked on campus must properly display a parking permit. This regulation is amended to include language to clarify that the university has no responsibility for vehicles and their contents on campus and other minor changes.

---

**Supporting documentation:** University Regulation UCF-6.007

**Prepared by:** Youndy C. Cook, Deputy General Counsel

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



**NOTICE OF PROPOSED REGULATION AMENDMENT**

**Date:** May 21, 2015

**REGULATION TITLE:**  
Traffic/Parking Regulation and Enforcement

**REGULATION NO.:**  
UCF-6.007

**SUMMARY OF REGULATION AMENDMENT:** This regulation is amended to include language to clarify that the University has no responsibility for vehicles, and their contents, on campus. Additional minor changes made throughout.

**AUTHORITY:** BOG Regulation 1.001

**NAME OF PERSON WHO INITIATED PROPOSED REGULATION AMENDMENT:**  
Kris Singh, Director, Parking and Transportation Services

**COMMENTS CONCERNING THE PROPOSED REGULATION AMENDEMENT SHOULD BE SUBMITTED WITHIN 14 DAYS OF THE DATE OF THIS NOTICE TO THE CONTACT PERSON IDENTIFIED BELOW.** The comments must identify the regulation you are commenting on.

**THE PERSON TO BE CONTACTED REGARDING THE PROPOSED REGULATION AMENDMENT IS:**

Regulations Administrator  
4365 Andromeda Loop  
Millican Hall, Suite 360  
Orlando, FL 32816-0015  
Phone: (407) 823-2482  
Fax: (407) 823-6155  
e-mail: [regulations@ucf.edu](mailto:regulations@ucf.edu)

**FULL TEXT OF THE PROPOSED REGULATION AMENDMENT:**

**UCF-6.007 Traffic/Parking Regulation and Enforcement.**

(1) General Information.

(a) Definitions.

1. The term "vehicle" shall include bicycles, motorcycles, automobiles, trucks, and other mobile equipment.

2. High Efficiency Vehicles: Vehicles which run on rechargeable batteries and gasoline engines combined or which use one or more electric motors or other non-fossil fuel for momentum. Only these vehicles will be allowed to park in spaces that have signs and/or stenciling that state “Hybrid Vehicles Only” or “HEV Parking Only”. Only Electric Vehicles which require electricity for power may park in the parking spaces designated “Electric Vehicles Only”. Vehicles parked in these spaces must be in the charging mode. Valid UCF parking permits must be displayed.
  3. Decals: Printed labels or hang tag permits issued by the university evidencing vehicle registration. For the purposes of this regulation, the words “decal” and “permit” are synonymous.
- (b) The University Parking and Transportation Advisory Committee serves as the principal advisory body to the president through the vice president for Administration and Finance, recommending policies and regulations that govern traffic and parking on the UCF campus. The committee shall consist of two (2) faculty members selected by the Faculty Senate Parking Advisory Committee; two (2) students appointed by the president of Student Government Association; two (2) staff members appointed by USPS Staff Council; one (1) **A**administrative and **P**professional employee appointed by the vice president for Administration and Finance. The vice president for Administration and Finance will appoint one additional member to serve as chair. The term of service shall be one (1) year. The committee may elect a vice-chair to serve in the absence of the chair.
- (c) The University Parking Citation Appeals Committee is composed of up to two faculty (2) members, four (4) students, two (2) university employees and one (1) chair. The University Parking Citation Appeals Committee has jurisdiction over violations of the university’s parking regulations. In those cases heard before it, this committee will render decisions adjudicating guilt and will impose appropriate monetary or restrictive penalties. The University Parking Citation Appeals Committee reports to the vice president for **A**administration and **F**finance.
- (d) Applicability – The provisions of this regulation shall apply at all times to vehicles that are operated or parked on the UCF campus. The fines, penalties and other sanctions

against persons in violation of the provisions of this regulation will be enforced as follows:

1. In the case of a vehicle registered with the Department of Parking and Transportation, the university shall assess fines for parking violations against the person in whose name the vehicle is registered with Parking and Transportation Services.
  2. In the case of a vehicle not so registered, assessments for parking violations shall be made against the operator if it is determined that the operator at the time of the violation is associated with the university and, in fact, should have registered the vehicle with the Department of Parking and Transportation.
  3. If a vehicle is not registered with the university and the operator is not associated with the university, fines will be assessed against the vehicle's state registration vehicle certificate holder.
- (e) Responsibility – Unless otherwise noted, the Department of Parking and Transportation is responsible for the implementation and enforcement of this regulation and for resolution of disputes with regard to the university's parking and traffic regulations.
- (f) Authorizations.
1. Operation of a motor vehicle upon the campus of UCF is a privilege granted by the university. All vehicles parked on the university campus must be currently registered with the Department of Motor Vehicles and display a valid license tag. UCF adheres to Florida State Statutes regarding vehicle registration expiration dates.
  2. The university is authorized and reserves the right to regulate the use of any of its vehicle parking facilities for the exclusive use of designated groups or individuals.
  3. Any individual possessing a valid driver's license may operate a properly registered motor vehicle on the UCF campus in accordance with the provisions of these regulations.

4. UCF police officers, community service officers (CSO's) and parking patrollers are authorized to issue a university parking and traffic citation to any person or vehicle violating university parking and traffic regulations.
5. Vehicles are subject to immobilization or being towed from the campus, depending upon the need for such action, as set forth in these regulations.
6. UCF assumes no responsibility for vehicles, or their contents, parked on campus.

(2) Registration Regulations.

- (a) All motor vehicles parked on the UCF campus must be registered with the Department of Parking and Transportation and have the appropriate parking permit properly displayed while parked on campus. This includes vehicles used by evening and special students.

Exceptions to this requirement are as follows:

1. Vehicles displaying "government" license plates.
  2. Properly identified Government officials, such as FBI, ATF, US Customs, etc., who park on campus on official business, but whose vehicles are unmarked or do not bear "official" government-issued license plates, may be issued a parking permit free of charge, but for a period of no longer than one day per permit. These permits may be issued at either the Visitor and Parking Information Center or the Department of Parking and Transportation.
  3. Construction personnel and contractors engaged in projects on campus may park within the designated fenced enclosure of the construction site without a UCF parking permit.
  4. Visitors ~~need not register their vehicles but~~ shall comply with subparagraph (i)17 below.
- (b) Registration of more than one automobile and one motorcycle is permissible by paying full price for each permanent decal. A hang tag permit transferable from automobile to automobile is also available; however hang tags cannot be transferred from an automobile to a motorcycle.
  - (c) The vehicle registration year begins September 1 and ends August 31 the following year. Each vehicle must be registered with permit properly displayed no later than the first day of classes of each semester.

- (d) All individuals who register their vehicles at the university must register them online. Registrants may pay for their parking permits online with a credit card or pay for them in person at the Department of Parking and Transportation in Parking Garage B.
- (e) Decal Display – Issued decals, except hang tags, are to be permanently affixed to the registered vehicle. Decals must be affixed either to the left rear bumper or on the outside of the rear windshield of the driver’s side. Motorcycle decals must be affixed to the right front fork. Decals not affixed in accordance with instructions will result in a citation for improper display.
- (f) Hang tag permits must be displayed on the rear view mirror with the permit number and expiration date visible and legible from the exterior of the vehicle.
- (g) Registrants must register their own vehicle. The Department of Parking and Transportation must be notified of any change in ownership or license plate number.
- (h) Permanent decals are not transferable between individuals or vehicles. Upon sale or other disposal of a registered vehicle, the permanent decal must be destroyed unless the registrant wishes to purchase a replacement decal. If the registrant wishes to purchase a replacement decal, the registrant must remove the original decal from the disposed vehicle and return it (or sufficient fragments thereof, including the decal number) to the Department of Parking and Transportation as proof that the original decal is no longer in use.
- (i) Parking permits are sold or issued under the following guidelines:
  - 1. Only the university president, vice presidents, deans and others as approved by the University Parking and Transportation Advisory Committee are eligible to purchase “A” permits. An “A” permit authorizes parking in a 24-hour reserved space, as well as in any other legal parking space on campus that is not reserved for 24 hours daily use. Only a limited number of 24-hour reserved spaces are available.
  - 2. Except as provided otherwise above in subparagraph (i)1., faculty members, administration and professional (A & P) staff, and USPS employees in pay grade 24 and above must purchase “B” permits. “B” permits authorize parking in designated “B”, “C”, and “D” parking areas or in any unreserved parking garage on the campus. Adjunct faculty members may purchase either a “B”, “C”, or

Daily Permit, but they must park in the type of facility designated by the permit they choose, or in any unreserved parking garage.

3. Except as provided otherwise above in subparagraph (i)2, full-time USPS staff are eligible to purchase only "C" permits. "C" permits authorize parking in designated "C" and "D" parking areas only, or in any unreserved parking garage on the campus. Persons who work on campus on a regular basis but are not university employees must purchase "C" permits only.
4. All non-student OPS employees may purchase "C" permits only and must park in designated "C" and "D" parking areas only or in any unreserved parking garage on the campus.
5. All students who do not live on campus may purchase only "D" permits. "D" permits authorize parking in designated "D" parking areas only or in any unreserved parking garage on the campus. Graduate Teaching Assistants, Graduate Research Assistants and all other student OPS employees must purchase only "D" permits.
6. All students, staff and faculty parking motorcycles, mopeds, or motor scooters on campus must purchase motorcycle ("MC") permits. "MC" permits authorize parking in designated motorcycle spaces only.
7. Eligible non-UCF employees of the Central Florida Research Park may purchase only "C" permits. A "C" permit authorizes parking in designated "C" and "D" areas only as well as in any campus unreserved parking garage.
8. Residential students who reside in the Apollo, Libra, Nike, Hercules, and Neptune communities must purchase only "R" permits. "R" permits allow parking in all "D" and "R" designated parking areas and any unreserved parking garage, however, overnight and game day restrictions apply.
9. Residential students who reside in the Lake Claire community must purchase only "RL" permits. "RL" permits allow parking in all "D" and "RL" parking areas and any unreserved parking garage, however, overnight and game day restrictions apply.
10. Students who reside in the Towers at Knights Plaza must purchase only "KP" permits. "KP" permits allow parking in parking garage E or G and any

designated “D” parking area and any unreserved parking garage; however, posted overnight and game day restrictions apply.

11. Students who are enrolled in the programs offered by the Center for Multilingual Multicultural Studies (CMMS) ~~must~~ may purchase only “DIT” permits. “DIT” permits allow parking in all designated “D” parking areas and any unreserved parking garage. “DIT” permits are valid on a specific vehicle and have a specified expiration date to concur with the program term dates as denoted by CMMS.
12. Employees and students at the Rosen campus must purchase “Rosen College” permits. A “Rosen College” permit authorizes parking only at the Rosen campus.
13. Employees of the Athletics Department, UCF Convocation Corporation (UCFCC), and the Arena, may be issued “F” permits. Approval to purchase an ‘F’ permit must be granted by a designee of the Athletics Department or UCFCC. An “F” permit authorizes parking in parking garage F or any other parking lot or unreserved parking garage that is equivalent to the permit they are issued. “F” permits may be red or blue.
14. Special guests of the university, including but not limited to fully retired UCF employees, eligible campus ministry personnel and State Auditors, shall be issued “G” permits, subject to the availability of such permits. A “G” permit authorizes parking in any legal parking space on campus other than those reserved twenty-four (24) hours a day. Requests for this permit shall be submitted to the Department of Parking and Transportation. Retirees who return to work in a full-time position with benefits are not eligible to receive a “G” permit.
15. Employees and students of the Health Sciences Campus must purchase an “M” permit of the appropriate classification (“BM”, “CM”, or “DM”). “M” permits allow parking at the Health Sciences Campus and the UCF main campus in “B”, “C”, or “D” lots as their permit designates.
16. Vendor permits are available to vendors who conduct business on the university campus and have a need to park close to buildings to load/unload materials. Vendor permits allow parking in all Service Vehicles Only spaces and any “C” or “D” parking lot or unreserved parking garage. University Departments located off campus may purchase vendor permits for short term, official business only. If

heavy lifting of materials is not required, a staff hang tag may be purchased instead. Vendor permits are not intended to be used to provide convenient parking or an alternative to purchasing a parking permit. Departments that purchase vendor permits are specifically prohibited from allowing students to use the permits to go to class. Departments in violation of this regulation will have their permit rescinded. Vendors who need a permit on an infrequent basis may purchase a daily permit that can be used as a vendor permit. In such cases vendors must inform ~~Visitor and Parking Information Center~~ Parking and Transportation Services personnel of their need for a vendor parking permit.

17. Visitors to the campus shall purchase a daily visitor's parking permit at the Visitors and Parking Information Center or the Department of Parking and Transportation. This permit is to be displayed on the vehicle as instructed and authorizes parking in student ("D") parking lots and unreserved parking garages unless otherwise directed by parking services personnel. Daily permits are valid from time of purchase until 11:59 p.m. of the date purchased. Visitors may also park in any metered parking space by paying the appropriate parking meter fee. Meters may be enforced 24 hours a day, unless otherwise posted.
18. Persons holding current, permanent state-issued disabled parking permits, disabled veteran or wheelchair license plates, or temporary state disabled parking permits are required to purchase a UCF parking permit of appropriate classification, i.e., "B," "C," or "D," or "Daily Visitor" to park on the campus.
  - a. Disabled persons with such appropriate permits may park in any available disabled parking space on the campus, including unreserved parking garages, except for those spaces that are restricted, such as designated 24-hour reserved or service parking spaces.
  - b. State-issued disabled parking permits or license plates and a valid UCF parking permit, or daily visitor permit must be properly displayed on the vehicles.
  - c. Vehicles bearing disabled permits may also park in any other unreserved parking space on the campus.



19. Temporary parking permits must be obtained when an unregistered substitute vehicle is being parked on campus. A temporary permit may be obtained at the Visitors and Parking Information Center or at the Department of Parking and Transportation during business hours. A temporary permit for substitute vehicles is issued at no charge and allows the same parking privileges as does the permanent decal for which it substitutes. A temporary permit shall be issued for a maximum period of fourteen (14) days. A maximum of six (6) temporary permits may be issued to a vehicle in a single semester. Failure to obtain a temporary permit will result in a citation for no permit. A temporary permit shall be displayed on the vehicle rearview mirror facing forward.
20. Patients of UCF Health Services and UCF Counseling Center or Wellness and Health Promotion Services:
  - a. Health Services: Both a valid UCF parking permit and Health Services parking pass must be properly displayed when parking in Health Services patient spaces. The Health Services pass must be obtained from the reception desk located in Health Services.
  - b. Counseling Center: Both a valid UCF parking permit and Counseling Center parking pass must be properly displayed when parking in the Counseling Center patient spaces. The Counseling Center pass must be obtained from the reception desk located in the Counseling Center.
  - c. Biofeedback Clients: Both a valid UCF parking permit and Biofeedback Center parking pass must be displayed when parking in the Biofeedback client spaces. The Biofeedback pass must be obtained from Wellness and Health Promotion Services.
21. Replacement permits:
  - a. Replacement decals, including replacement for a stolen permit, shall be issued for \$15.00 for ~~an annual~~ a multi-semester permit and \$7.50 for a one semester permit provided the original permit is returned (even if in remnants) or proof of sale of the original vehicle is presented. Every effort should be made to keep the removed permit's number intact. If a permit is

stolen, a police report must be filed and a stolen permit form signed before the replacement permit may be issued.

- b. When the original permit or sufficient remnants thereof, is not returned or proof of sale is not provided, the replacement fee shall be the full fee in effect at the time of the replacement. The full fee also applies to permits to replace those that are reported lost.

(3) Parking Regulations.

- (a) The responsibility of locating a legal parking space rests with the motor vehicle operator. Lack of a convenient space shall not be considered as a valid excuse for violation of any parking regulation. The fact that a person parks or observes others parking in violation of any parking regulation without being cited does not mean that the regulation is not in effect.
- (b) Except as noted herein, all parking regulations apply twenty-four (24) hours a day, seven (7) days a week and parking areas are restricted to specific decal or decals as designated by posted signs or curb markings. However, between the hours of 5:30 p.m. and 7:00 a.m. any vehicle with a valid parking permit may use any "B" (Faculty), "C" (Staff) or "D" (Student) parking space except where otherwise specified by appropriate signs or markings. "A" (Reserved 24 hours), "Service Vehicle Only" parking spaces, and disabled parking spaces shall not be used at any time except by vehicles with decals or certification authorizing use of these specific spaces.
- (c) Metered parking is enforced twenty-four hours a day, seven days a week. Drivers of all vehicles using metered spaces are responsible for paying the posted meter fees.
- (d) The following parking practices are specifically prohibited:
  - 1. Parking on lawns, landscaped areas, sidewalks, or other areas not specifically designated by signs or curb markings as parking areas. The absence of a "No Parking" sign does not mean parking is permissible in an area.
  - 2. Double parking, parking any portion of a vehicle outside designated lines or beyond a post or other delineation device indicating a valid parking space or row.
  - 3. Blocking traffic, other parked vehicles, service areas or spaces, roadways, crosswalks, or wheelchair access aisles and ramps.

4. Parking in an access lane. An access lane is any area that is not designated as a parking space and that provides an avenue for traffic flow.
5. Except as noted in paragraphs (b) and (c) above, parking in any space designated for decals other than the one displayed on the vehicle.
6. Parking in a metered space after the purchased amount of time has expired.
7. Unauthorized parking in 24-hour reserved "A" parking spaces.
8. Unauthorized parking in designated service areas.
9. Parking an unregistered vehicle without a valid parking permit anywhere on the UCF campus.
10. Failure to display parking permits properly: not permanently affixed, improperly placed, or not displayed on the vehicle for which purchased.
11. Failure to cancel registration or to destroy parking decal upon disposal of the registered vehicle.
12. Unauthorized or fraudulent use of a parking permit.
13. Parking a bicycle in a motor vehicle space, on disabled ramps, in areas designated by signs as no bicycle parking, on sidewalks or crosswalks, or in any way to impede ingress or egress of a building.
14. Parking a motorcycle in a motor vehicle space, or any space not designated as motorcycle parking.

(4) Disposition of Parking Citations.

- (a) Payments of non-contested parking citations must be received by the Department of Parking and Transportation within ten (10) working days from the date of citation issue. A late charge of \$10.00 shall be assessed each citation if payment is received after the ten (10) working day period. Payments shall be made by mail, in person, by telephone, online (at [www.citationappeals.ucf.edu](http://www.citationappeals.ucf.edu) ), or by deposit in campus fine collection boxes. Campus fine collection boxes are yellow and located throughout the campus.
- (b) Once a citation has been placed on the vehicle, Parking and Transportation personnel have no further responsibility of notification.
- (c) When an individual tenders more than forty-nine (49) pennies in payment of a fine, the Department of Parking and Transportation shall make suitable coin wrappers available

and the individual paying a fine shall present the pennies wrapped in \$.50 increments before a fine payment in pennies is accepted.

- (d) Any person who alleges being unjustly ticketed shall appeal the citation online at [www.citationappeals.ucf.edu](http://www.citationappeals.ucf.edu) within ten (10) working days from the date the citation was issued. The Director of the Department of Parking and Transportation or an authorized designee shall ~~delete-eliminate~~ late charges or dismiss the citation altogether if it is determined to have been issued in error. Appeals not sustained by the director or specified designee shall be heard by the Parking Citation Appeals Committee. Individuals requesting appeals shall be notified of their scheduled hearing date at the time his or her appeal is submitted online. A reminder of the notification will be emailed to the appellant prior to the scheduled appeal date. In addition, appellants shall be notified by email of the committee's decision subsequent to the appeal being heard. Fees assessed due to a vehicle's immobilization may not be appealed.
- (e) The decisions of the Parking Citation Appeals Committee shall be based upon the provisions set forth in this regulation and extenuating circumstances, if any, and are final and binding, except as set forth herein. A student may request a second level of appeal by submitting a written appeal with the Student Government Association's Judicial Council within ten (10)-business days upon receiving notification that the original appeal to the Parking Citation Appeals Committee was heard and denied; however, citations that have been appealed and assessed an administrative fee will not be accepted or granted and the administrative fee will apply. The Student Government Association is responsible for establishing the appeal procedure for this second level of appeal. The decision of the Judicial Council is final and binding and no further appeals shall be permitted. For purposes of this appeal process, "student" shall be defined to mean a person enrolled in classes at UCF as of the date of the parking citation.
- (f) The following reasons will not be accepted by the Judicial Council as grounds to dismiss or reduce a citation. This is not an all-inclusive list:
1. Disagreement with the traffic and parking regulations
  2. Ignorance of the regulation
  3. Stated inability to find a permitted parking space
  4. Operation of the vehicle by another person

5. Tardiness to class and/or appointment
6. Inability to pay fine (lack of money)
7. Displayed expired permit
8. Traffic congestion
9. Stated perception that designated parking area is not safe
10. To delay paying the fine for an appealed citation
11. Unsupported evidence of direction by any university official

(g) Students should consider the following when choosing to file an appeal with the Judicial Council:

1. Make sure the reason for the appeal is not one of those listed in subsection ~~4(f)~~ above.
2. The student must prepare a concise written and/or oral statement not to exceed five minutes.
3. The Judicial Council will contact the student within three (3) business days to schedule a hearing. The case will be scheduled within ten (10) business days upon the Judicial Council receiving notice of the appeal. If the student does not appear for the hearing in person before the Judicial Council, the original decision of the Parking Appeals Committee will be sustained. The Director of Parking and Transportation Services does not have the authority to overturn the decision of the Judicial Council.

(5) Vehicle Immobilization.

(a) Vehicles are subject to immobilization under the following circumstances:

1. The vehicle has accumulated three or more unpaid parking citations, or unpaid citations totaling \$200.00 or more in fines.
2. Possession of, using, or displaying a fraudulent/unauthorized parking permit. Violators may also be subject to referral to the Office of Student Conduct.
3. For law enforcement purposes, in which case an immobilization release fee ~~will~~ may not be charged.

(b) Cost of release from immobilization is \$50.00 and payment of all unpaid citations. Citations issued up to time immobilization are not allowed to be appealed. Release is

available from Parking Services personnel Monday through Friday 7:30 a.m. to ~~8:30~~8:00 p.m.

(6) Tow away – Vehicles are subject to being towed from campus at the owner’s expense under the following circumstances:

- (a) The vehicle is parked in a hazardous manner, blocking traffic, roadways, crosswalks, sidewalks, disabled ramps, or creating a hazard such as leaking gasoline.
- (b) The vehicle is parked in a space reserved twenty-four (24) hours per day.
- (c) When arrangements to release an immobilized vehicle have not been made within forty-eight (48) hours of the original immobilization.
- (d) When the vehicle is abandoned on campus for any reason whatsoever for more than forty-eight (48) hours.
- (e) When immobilization is not appropriate due to vehicular construction.
- (f) When the vehicle owner has previously removed or attempted to remove an immobilization device without authorization.
- (g) When the vehicle is parked in a parking lot or garage during posted time restrictions.

(7) Revocation of Campus Parking Privileges – The Director of the Department of Parking and Transportation shall revoke the privilege of any person to park a vehicle on campus for a period of one year when it is determined that:

- (a) That person falsifies or willfully misrepresents vehicle registration information.
- (b) That person, whether the owner or operator, displays a fraudulent permit on a vehicle.
- (c) That person has accumulated six (6) or more parking citations during an academic year.

(8) Administrative Penalty for Non-Payment of Parking Citations – A student who is delinquent in the payment of parking citations shall not be permitted to register for class, drop or add classes, receive transcripts or diplomas until the debt has been satisfactorily resolved.

(9) Traffic Regulations.

- (a) Florida Uniform Traffic Control Law, Chapter 316, F.S., as well as Chapter 320 F.S., is in effect on campus at all times.
- (b) Campus speed limits are 10 mph in parking lots and parking garages and 30 mph on roads unless otherwise posted.

- (c) It is a violation to drive or park in an opposing direction than indicated by signs, flow of traffic or directional arrows. Back in parking is allowed unless prohibited by posted signage located at entrances to parking lots or garages.
- (d) Parking bicycles, scooters or vehicles on grass or on sidewalks not used as access areas is a violation. Conveyances used by disabled persons are exempt from this regulation.
- (e) State of Florida Uniform Traffic citations issued on campus by university police officers are referred to appropriate local government courts for disposition.

*Authority: BOG Regulation 1.001. History—New 3-22-76, Amended 8-19-82, 5-5-83, 8-14-83, Formerly 6C7-6.07, Amended 8-1-88, 9-20-89, 8-12-90, 7-21-91, 10-11-92, 9-8-93, 9-15-96, 8-14-02, 12-8-03, 8-14-05, 6-27-06, 8-15-06, 6-25-07, 7-31-08, Formerly 6C7-6.007, Amended 7-1-09, 6-24-10, 7-7-11, 3-16-12, 7-23-13, 9-2-14, \_\_\_\_\_-15.*

**STRATEGIC PLANNING COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Strategic Planning Committee Charter Revision

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approval of revisions to the Strategic Planning Committee Charter.

**BACKGROUND INFORMATION**

A change in administrative responsibility requires the revision of section 4.4 of the Strategic Planning Committee Charter to reflect the liaison role for the committee of the provost and vice president for academic affairs.

---

**Supporting Documentation:** Strategic Planning Committee Charter (Attachment A)

**Prepared by:** Ronnie Korosec, Associate Provost and Director of Operations

**Submitted by:** A. Dale Whittaker, Provost and Vice President for Academic Affairs



ATTACHMENT A

## **Strategic Planning Committee Charter**

### **1. Overall Purpose and Objectives**

The Strategic Planning Committee (“committee”) is a committee of the University of Central Florida Board of Trustees (“board”), whose members are appointed by the board chair. The general purpose of the committee is to provide support and guidance regarding strategic planning and the implementation of strategic plans at the university. When board action on strategic planning is required, the proposed changes will be reviewed by the committee and a recommendation made to the full board. The committee will receive periodic reports on strategic planning and annually review progress in achieving the university’s strategic plan.

### **2. Authority**

The board authorizes the committee to:

- 2.1 Perform activities within the scope of its charter
- 2.2 If deemed necessary, engage external consultants to assist in strategic planning efforts, with the approval of the president and the board
- 2.3 Request periodic reports to assist in evaluating strategic plan development and achievement.

### **3. Committee Membership**

- 3.1 The chair of the board will appoint the chair and members of the committee, all of whom must be members of the board.
- 3.2 The committee will consist of at least five members.
- 3.3 Members of the committee will serve until their resignation or until they are replaced by the chair of the board

### **4. Meetings**

- 4.1 A majority of the members of the committee will constitute a quorum for the conduct of business.
- 4.2 There will be at least two meetings of the committee each year.

ATTACHMENT A

- 4.3 The committee will maintain written minutes of its meetings.
- 4.4 The Provost and Vice President for Academic Affairs will be the UCF administrative liaison to the committee. The Provost and Vice President will meet regularly and correspond with the chair of the committee, and in consultation with the chair, prepare the agenda for meetings of the committee. The Provost and Vice President will coordinate with the president regarding matters considered by the committee.

**5. Roles and Responsibilities**

- 5.1 The committee will annually review the current cycle of strategic planning to assess currency of the overall plan and the progress made in achieving strategic initiatives.
- 5.2 The committee will provide advice and guidance to the university with regard to strategic planning.
- 5.3 The committee will make appropriate recommendations for strategic plan refinement based on past performance and the continued relevancy of stated goals and objectives.

**6. Reporting Responsibilities**

- 6.1 The committee will regularly report to the board about the activities of the committee and will make appropriate recommendations based upon its activities.
- 6.2 The committee will ensure that the board is aware of any matters within the purview of the committee that might significantly impact the financial, legal, academic standing, or reputation of the university.

**7. Charter Review**

- 7.1 The committee will review its charter every three years and recommend to the board any changes that the committee deems necessary.
- 7.2 The committee will ensure that the charter is approved or reapproved by the board every three years.

ITEM: FF-4

**University of Central Florida  
Board of Trustees**

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

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approve amendments to University Tuition and Fee Regulation UCF-9.001.

**BACKGROUND INFORMATION**

The regulation reflects the tuition and fees for the 2015-16 academic year. There are no proposed tuition and fees changes for 2015-16 except for the repeat course fee. Pursuant to Section 1009.285 F.S., the repeat course fee is adjusted annually by the Florida Board of Governors. This fee was updated for Fall 2015.

---

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

**Prepared by:** Tracy Clark, Associate Provost for Budget, Planning, and Administration and Associate Vice President for Finance  
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) Non-resident Student Financial Aid Fee (if student is not a Florida resident);
- (d) Capital Improvement Trust Fund Fee;
- (e) Transportation Access Fee;
- (f) Activity and Service Fee;
- (g) Athletic Fee;
- (h) Health Fee; and
- (i) Technology Fee.

(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:

FALL 2014<sup>5</sup>

For All Programs Except Doctor of Physical Therapy, Doctor of Medicine, and Florida Interactive Entertainment Academy (amounts per credit hour):

Fee	Undergraduate		Graduate	
	Resident	Non-Resident	Resident	Non-Resident
Tuition	\$105.07	\$105.07	\$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	\$11.67	\$11.67	\$11.67	\$11.67
Athletic Fee	\$14.32	\$14.32	\$14.32	\$14.32
Health Fee	\$10.84	\$10.84	\$10.84	\$10.84
Technology Fee	\$5.16	\$5.16	\$14.40	\$14.40
Total	\$212.28	\$748.89	\$369.65	\$1,194.05

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	\$14.40	\$14.40
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	\$11.67	\$11.67
Athletic Fee	\$14.32	\$14.32
Health Fee	\$10.84	\$10.84
Technology Fee	\$14.40	\$14.40
Total	\$575.99	\$1,400.39

Doctor of Medicine (annual amounts):

Graduate

Fee	Resident	Non-Resident
Tuition	\$25,490.80	\$25,490.80
Out-of-State Fee		\$25,594.00
Student Financial Aid Fee	\$1,274.40	\$1,274.40
Non-resident Financial Aid Fee		\$1,279.60
Capital Improvement Trust Fund Fee	270.40	\$270.40
Transportation Access Fee	\$364.00	\$364.00
Activity and Service Fee	\$466.80	\$466.80
Athletic Fee	\$572.80	\$572.80
Health Fee	\$433.60	\$433.60
Technology Fee	\$206.40	\$206.40
Equipment Fee	\$601.00	\$601.00
Total	\$29,680.20	\$56,553.80

Florida Interactive Entertainment Academy (FIEA) (Fall 2014<sup>5</sup> cohort<sup>1</sup> amounts):

Graduate

Fee	Resident	Non-Resident
Tuition	\$1,016.51	\$1,016.51
Out-of-State Fee		\$785.15
Student Financial Aid Fee	\$14.40	\$14.40
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	\$11.67	\$11.67
Athletic Fee	\$14.32	\$14.32
Health Fee	\$10.84	\$10.84
Technology Fee	\$14.40	\$14.40
Total	\$1,098.00	\$1,922.40

<sup>1</sup> FIEA cohort requires thirty student credit hours obtained in four consecutive semesters.

Graduates receive a Master of Science degree in Interactive Entertainment.

- (b) Pursuant to Section 1009.285 F.S., each student enrolled in the same undergraduate course more than twice shall be assessed an additional ~~\$158.84~~177.94 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 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, 7-3-12, 8-12-13, 7-17-14.*

ITEM: FF-5

**University of Central Florida  
Board of Trustees**

**SUBJECT:** 2015-16 University Operating Budget

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approval of the university's 2015-16 operating budget.

**BACKGROUND INFORMATION**

Approve 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 College budgets normally reflect the amounts proposed by the legislature and are subject to approval by the governor. The legislature has not yet come to agreement on the state budget, therefore the 2015-16 proposed budgets for general revenue and lottery assume the continuation of 2014-15 recurring appropriations. An update will be provided to the Board of Trustees after the General Appropriations Act for 2015-16 has been approved 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.

---

**Supporting documentation:** 2015-16 Proposed Operating Budget (Attachment A)  
Changes in E&G Funding (Attachment B)  
Auxiliary Enterprises Proposed Operating Budget (Attachment C)  
Summary of 2014-15 Expenditures (Attachment D)

**Prepared by:** Tracy Clark, Associate Provost for Budget, Planning, and Administration  
and Associate Vice President for Finance  
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

### 2015-16 Proposed Operating Budget

	2015-16 Proposed Budget	2014-15 Operating Budget	% Increase (Decrease)	\$ Increase (Decrease)
<b>Educational &amp; General (E&amp;G) <sup>1</sup></b>				
General Revenue <sup>2</sup>	\$ 235,799,036	\$ 240,249,760	-2%	\$ (4,450,724)
Lottery <sup>2</sup>	36,011,738	36,011,738	0%	-
Student Tuition and Fees	253,232,726	246,536,692	3%	6,696,034
<b>Total Educational and General</b>	<u>525,043,500</u>	<u>522,798,190</u>	0%	<u>2,245,310</u>
<b>Medical School (E&amp;G) <sup>1</sup></b>				
General Revenue <sup>2</sup>	25,183,699	25,683,699	-2%	(500,000)
Student Tuition and Fees	14,863,096	13,430,910	11%	1,432,186
<b>Total Educational and General</b>	<u>40,046,795</u>	<u>39,114,609</u>	2%	<u>932,186</u>
<b>Auxiliary Enterprises <sup>3</sup></b>	236,260,851	206,596,893	14%	29,663,958
<b>Sponsored Research</b>	155,283,000	152,584,000	2%	2,699,000
<b>Student Financial Aid</b>	507,419,674	503,923,681	1%	3,495,993
<b>Student Activities</b>	20,500,000	20,000,000	3%	500,000
<b>Technology Fee</b>	9,100,000	9,100,000	0%	-
<b>Concessions</b>	500,000	460,000	9%	40,000
<b>Total Operating Budget</b>	<u>\$ 1,494,153,820</u>	<u>\$ 1,454,577,373</u>	3%	<u>\$ 39,576,447</u>

<sup>1</sup> See Attachment B for detail of the change in budget.

<sup>2</sup> The 2015-16 state budget has not been passed by the legislature; therefore, the 2015-16 proposed budget assumes the continuation of 2014-15 recurring appropriations.

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

## Attachment B

### University of Central Florida

#### Changes in E&G Funding

Changes in University E&G Funding	General Revenue (preliminary)	Lottery (preliminary)	Tuition and Fees	Total
<b>2014-15 BOT approved budget</b>	<b>\$ 240,289,572</b>	<b>\$ 36,011,738</b>	<b>\$ 246,536,692</b>	<b>\$ 522,838,002</b>
Risk management premium decrease	(39,812)			(39,812)
<b>2014-15 adjusted budget</b>	<b>240,249,760</b>	<b>36,011,738</b>	<b>246,536,692</b>	<b>522,798,190</b>
Projected credit hour increase			6,696,034	6,696,034
Reversal of non-recurring items:				
Center for Reading - Istation	(1,500,000)			(1,500,000)
Anti-hazing Online Education	(1,000,000)			(1,000,000)
STEM Instructional Enhancement	(1,000,000)			(1,000,000)
Evans Community School	(685,000)			(685,000)
Lou Frey Institute	(250,000)			(250,000)
Dual Enrollment	(15,724)			(15,724)
Net increase (decrease)	(4,450,724)	-	6,696,034	2,245,310
<b>2015-16 beginning budget<sup>1</sup></b>	<b>\$ 235,799,036</b>	<b>\$ 36,011,738</b>	<b>\$ 253,232,726</b>	<b>\$ 525,043,500</b>

Changes in Medical School Funding	General Revenue (preliminary)	Lottery (preliminary)	Tuition and Fees	Total
<b>2014-15 BOT approved budget</b>	<b>\$ 25,683,699</b>	<b>\$ -</b>	<b>\$ 13,430,910</b>	<b>\$ 39,114,609</b>
Enrollment increase			1,432,186	1,432,186
Reversal of non-recurring item:				
Crohn's and Colitis Research	(500,000)			(500,000)
Net increase (decrease)	(500,000)	-	1,432,186	932,186
<b>2015-16 beginning budget<sup>1</sup></b>	<b>\$ 25,183,699</b>	<b>\$ -</b>	<b>\$ 14,863,096</b>	<b>\$ 40,046,795</b>

<sup>1</sup> The 2015-16 state budget has not been passed by the legislature; therefore, this budget assumes the continuation of 2014-15 recurring appropriations.

## Attachment C

### University of Central Florida

#### Auxiliary Enterprises Proposed Operating Budget

	2015-16 Proposed Budget	2014-15 Operating Budget	%	\$
			Increase (Decrease)	Increase (Decrease)
Housing	\$ 27,488,809	\$ 29,005,903	-5%	\$ (1,517,094)
Parking Services	19,753,168	19,453,273	2%	299,895
Student Health Services	20,613,848	19,429,314	6%	1,184,534
Business Services	9,923,922	8,963,646	11%	960,276
Computer Store, Telecommunications	33,000,000	32,500,000	2%	500,000
Academic Support - Colleges	14,260,041	12,781,044	12%	1,478,997
Academic Support - Other <sup>1</sup>	22,298,823	22,109,802	1%	189,021
Continuing Education, EMBA	12,850,673	11,153,383	15%	1,697,290
Material and Supply, Equipment Fees	5,145,759	5,243,700	-2%	(97,941)
Energy Management and Sustainability	18,284,284	17,784,284	3%	500,000
Global Achievement Academy	8,370,000	10,946,500	-24%	(2,576,500)
Other Auxiliaries <sup>2</sup>	44,271,524	17,226,044	157%	27,045,480
<b>Total Auxiliary Enterprises</b>	<b>\$ 236,260,851</b>	<b>\$ 206,596,893</b>	<b>14%</b>	<b>\$ 29,663,958</b>

<sup>1</sup> The Academic Support Other budget primarily includes various auxiliaries in the Student Development and Enrollment Services area, Distance Learning, and the Florida Solar Energy Center.

<sup>2</sup> The Other Auxiliaries budget includes auxiliaries in administrative areas such as Human Resources and Police. This amount also includes investment earnings and a budget reserve for the auxiliaries.

#### *Auxiliary Enterprises Expenditures vs. Budget*

	Expenditures as of March 31, 2015	2014-15 Operating Budget	Percent Spent
Housing	\$ 19,815,592	\$ 29,005,903	68.3%
Parking Services	9,559,744	19,453,273	49.1%
Student Health Services	11,100,238	19,429,314	57.1%
Business Services	4,843,984	8,963,646	54.0%
Computer Store, Telecommunications	20,700,716	32,500,000	63.7%
Academic Support - Colleges	4,968,902	12,781,044	38.9%
Academic Support - Other	14,941,697	22,109,802	67.6%
Continuing Education, EMBA	7,488,700	11,153,383	67.1%
Material and Supply, Equipment Fees	3,816,630	5,243,700	72.8%
Energy Management and Sustainability	13,595,915	17,784,284	76.4%
Global Achievement Academy	9,821,505	10,946,500	89.7%
Other Auxiliaries	10,835,976	17,226,044	62.9%
<b>Total Auxiliary Enterprises</b>	<b>\$ 131,489,599</b>	<b>\$ 206,596,893</b>	<b>63.6%</b>

## Attachment D

### University of Central Florida

#### Summary of 2014-15 Expenditures

(as of March 31, 2015 - 75% of year)

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

	Expenditures as of March 31, 2015	2014-15 Operating Budget	Percent Spent
Educational & General <sup>1</sup>	\$ 367,352,181	\$ 673,355,376	54.6%
Medical School <sup>1</sup>	26,447,291	57,083,903	46.3%
Auxiliary Enterprises	131,489,599	206,596,893	63.6%
Sponsored Research	104,814,754	152,584,000	68.7%
Student Financial Aid	423,259,926	503,923,681	84.0%
Student Activities	13,977,993	20,000,000	69.9%
Technology Fee	3,702,702	9,100,000	40.7%
Concessions	222,943	460,000	48.5%
<b>Total Operating Budget</b>	<b><u>\$1,071,267,389</u></b>	<b><u>\$1,623,103,853</u></b>	<b><u>66.0%</u></b>

<sup>1</sup> The 2014-15 Operating Budget includes carryforward funds for which spending authority was approved in a previous year.

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

	Expenditures as of March 31, 2015	Percent of Total
Instruction, Research, and Academic Support	\$ 234,162,872	63.7%
Library	9,584,837	2.6%
Institutional Support	50,977,186	13.9%
Student Services	41,226,017	11.3%
Plant Operation and Maintenance	31,401,269	8.5%
<b>Total Educational and General Expenditures</b>	<b><u>\$ 367,352,181</u></b>	<b><u>100.0%</u></b>

ITEM: FF-6

University of Central Florida  
Board of Trustees

**SUBJECT:** 2015-16 Capital Outlay Budget

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approve the university's 2015-16 capital outlay budget and authorize the president to make necessary adjustments as necessary to the 2015-16 capital outlay budget.

**BACKGROUND INFORMATION**

Pursuant to Florida Statute 1013.61, each university's Board of Trustees must adopt an annual capital outlay budget that designates proposed expenditures by project. The attached University of Central Florida 2015-16 capital outlay budget lists the projects approved during the legislative session and by the governor. Approval is sought for the attached budget along with authorization for the president to make changes to this budget as necessary during the year.

---

**Supporting documentation:** 2015-16 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

**2015-16 Capital Outlay Budget  
Projects By Funding Source**

<b>Projects funded by Public Education Capital Outlay (PECO)</b>	<b>2015-16</b>	<b>Funded</b>
Utilities, Infrastructure, and Capital Renewal	9,704,545	7,278,409
Interdisciplinary Research and Incubator Facility	6,042,667	6,042,667
Colbourn Hall Renovation	1,952,455	-
Engineering Building I Renovation	13,954,277	13,954,277
Math and Physics Building (Mathematical Sciences) Remodeling and Renovation	9,422,105	-
Trevor Colbourn Hall	26,175,387	-
John C. Hitt Library Renovation Phase II	3,570,000	-
UCF VC Classroom Building	7,500,000	-
Arts Complex Phase II (Performance)	5,100,000	-
Partnership IV	46,920,000	-
<b>TOTAL</b>	<b>\$ 130,341,436</b>	<b>\$ 27,275,353</b>

<b>Projects funded by Research and Economic Development</b>	<b>2015-16</b>	<b>Funded</b>
Partnership IV	46,920,000	46,920,000

<b>Projects funded by donations and the Courtelis Facility Matching Grant Program</b>	<b>Cumulative 2015-16</b>	
	<b>Donations</b>	<b>Courtelis</b>
Laboratory Instructional Building	\$ 15,372,777	-
Morgridge International Reading Center	2,297,170	-
Burnett Bio-Medical Science Center	2,528,605	-
Career Services and Experiential Learning	196,950	-
College of Optics and Photonics	69,735	-
Engineering III	2,384,463	-
Psychology Building	86,540	-
Arts Complex II Enhancement	500,000	-
Physical Sciences Building	1,162	-
Alumni Center, John and Martha Hitt Library	8,249	-
<b>TOTAL</b>	<b>\$ 23,445,651</b>	<b>-</b>

<b>Maintenance, repair, renovation, and remodeling projects</b>	<b>2015-16</b>	
		\$ 3,523,198
<b>TOTAL</b>		<b>\$ 3,523,198</b>

<b>Capital Improvement Trust Fund</b>	<b>2015-16</b>	<b>Funded</b>
John C. Hitt Library Phase I	\$ 18,344,027	\$ 5,770,635
<b>TOTAL</b>	<b>\$ 18,344,027</b>	<b>\$ 5,770,635</b>

<b>Projects constructed or acquired with proceeds from non-state sources, including debt</b>	<b>2015-16</b>	
Rosen Storage Shed	225,000	-
Rosen Educational Facility	17,000,000	TBD
UCF Downtown Presence	75,000,000	2,775,000
UCF Downtown Presence Garage	15,000,000	
USTA American Tennis At Lake Nona - Collegiate Tennis	5,100,000	
Hotel and Conference Center	76,500,000	
Special Purpose Housing and Parking Garage	25,500,000	
Special Purpose Housing II	8,160,000	
Parking Decks	17,340,000	
Graduate Housing	51,000,000	
Refinance UCF Foundation Properties	37,410,000	
Student Housing	51,000,000	
Garage Expansion	5,100,000	
Classroom and Lab Building, Lake Nona	23,945,113	
Facilities Building, Lake Nona	6,120,000	
EXPO Center Housing	16,000,000	

**2015-16 Capital Outlay Budget  
Projects By Funding Source**

Regional Campuses Multi-Purpose Buildings	28,000,000	
Partnership Garage	7,140,000	
Parking Deck (Athletic Complex)	5,100,000	
Baseball Stadium Expansion Phase II	1,700,000	
Baseball Clubhouse Expansion/Renovation	1,020,000	
Bright House Networks Stadium Expansion Phase I	11,000,000	
Wayne Densch Sports Center Expansion and Renovation	1,020,000	
Tennis Complex - Phase I	1,428,000	
Tennis Complex - Phase II	1,020,000	
Tennis Complex - Phase III	2,040,000	
Multi-Purpose Medical Research and Incubator Facility	115,121,201	
Health Sciences Campus Parking Garage I	15,300,000	
Bio-Medical Annex Renovation and Expansion	13,056,000	
Outpatient Center	76,500,000	
Multi-Cultural Expansion	1,677,186	

**TOTAL**

\$ 711,522,500    \$ 2,775,000

ITEM: FF-7

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Early Redemption of UCF Bookstore Revenue Series 1997 Bonds

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approval to redeem early the UCF bookstore revenue bonds.

**BACKGROUND INFORMATION**

In 1997, the Florida Board of Regents issued \$3,570,000 in capital improvement revenue bonds on behalf of the university to renovate the bookstore. The bonds mature in 2017 and are payable solely through bookstore operating revenue.

The outstanding principal on the bonds is currently \$795,000, accruing interest at 5.1 percent, with an estimated redemption amount of \$836,000 to be paid in May 2015. If the bonds were carried to term, the total debt service would be \$875,000. Both current bookstore operating funds and reserve funds will be utilized to redeem the bonds. Early redemption results in debt service savings and relieves the university from restrictive bond covenants and external reporting requirements.

The actual bond redemption process is handled by the state's Division of Bond Finance of the State Board of Administration of Florida. A resolution from the UCF Board of Trustees requesting the redemption of the bonds is recommended by the Division of Bond Finance.

---

**Supporting documentation:**

Draft Board of Trustees Resolution

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

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



RESOLUTION NO. \_\_\_\_2015

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF CENTRAL FLORIDA (UNIVERSITY) REQUESTING THE FLORIDA DIVISION OF BOND FINANCE TO REDEEM THE REMAINING STATE OF FLORIDA BOARD OF REGENTS UNIVERSITY OF CENTRAL FLORIDA BOOKSTORE REVENUE BONDS, SERIES 1997.**

\* \* \* \* \*

**WHEREAS**, the State of Florida Board of Regents issued University of Central Florida Bookstore (Bookstore) Revenue Bonds, Series 1997 (the "Bonds"); and

**WHEREAS**, there are \$795,000 outstanding on the Bonds accruing interest at rates of 5.10% and 5.125% annually and maturing July 1, 2017; and

**WHEREAS**, the University has sufficient reserves in the Bookstore reserve fund to redeem the outstanding Bonds without adversely impacting the operations of the Bookstore; and

**WHEREAS**, the early redemption of the outstanding Bonds will result in a significant debt service savings to the University.

**NOW, THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF CENTRAL FLORIDA THAT:**

**SECTION 1:** The Trustees of the University hereby request the Florida Division of Bond Finance redeem the outstanding Bonds as soon as practicable.

**SECTION 2:** The President is directed to execute all documents necessary to redeem the outstanding Bonds subject to the review and approval of the Office of the General Counsel and the Florida Division of Bond Finance.

**SECTION 3:** This resolution shall become effective immediately upon passage and delivered to the Florida Division of Bond Finance.

PASSED AND ADOPTED THIS \_\_\_ DAY OF \_\_\_\_\_, 2015.

**UNIVERSITY OF CENTRAL  
FLORIDA BOARD OF TRUSTEES**

---

Olga Calvet, Chair

**ATTEST:**

---

Corporate Secretary

Approved as to form and legal sufficiency

---

Jordan P. Clark  
Associate General Counsel

April \_\_, 2015

ITEM: **FF-8**

**University of Central Florida  
Board of Trustees**

**SUBJECT:** Minor Amendment to Campus Master Plan—New Temporary Athletics Parking Area

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approve a minor amendment to the University of Central Florida Campus Master Plan to set aside three acres of currently undeveloped land in the northeast sector of campus, south of the softball field, for a grassed parking lot to be called “Temporary Athletics Football Game Day Parking.”

**BACKGROUND INFORMATION**

The purpose of the proposed amendment is to approve a temporary parking lot in the Capital Improvements List, Urban Design, Recreation and Open Space, and Future Land Use Elements of the 2015 Campus Master Plan. The Temporary Athletics Football Game Day Parking will provide overflow parking for football game days and other events. This 250-capacity, overflow parking lot will replace the 233 spaces lost in lot D1 with the construction of the new Global UCF building.

This minor amendment needs only Board of Trustees approval for adoption.

---

**Supporting documentation:** Memorandum from Maria Yebra-Teimouri (Attachment A)  
Project Location (Attachment B)  
Capital Improvements List (Attachment C)  
Urban Design Map (Attachment D)  
Future Land Use Map (Attachment E)  
Recreation and Open Space Map (Attachment F)

**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 Office

Attachment A

**MEMORANDUM**

**TO:** W. Scott Cole, Vice President and General Counsel  
**FROM:** Maria Yebra-Teimouri, Coordinator, Facilities Planning  
**SUBJECT:** Minor Amendment to 2015 Campus Master Plan  
**DATE:** May 21, 2015

---

The University of Central Florida proposes a minor amendment to its 2015 Campus Master Plan to amend the Capital Improvements, Urban Design, Future Land Use, and Recreation and Open Space Elements in order to add a grassed parking lot in the northeast sector of campus, south of the softball field. This location is the most practical and cost effective land in the northeast sector to develop into parking. It is contiguous to the existing softball parking lot and would only require extending the existing access road by approximately 120 feet. The new parking area is to consist of a three-acre Bahia grass lot with the capacity of accommodating 250 cars. The construction of the Global UCF building led to the loss of 233 parking spaces in lot D1. This lot, called "Temporary Athletics Football Game Day Parking," would serve as needed overflow parking during game days and other events.

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 10 percent;

University Response: The proposed Temporary Athletics Football Game Day Parking increases the Recreation and Open Space land use by three acres. UCF currently has 108.46 acres of activity-based recreation and open space. This grassed parking lot constitutes three acres of activity-based recreation and open space land use resulting in a 2.76 percent increase in density or intensity of land use, which does not trip the 10 percent threshold for the use of land.

Attachment A

- (b) Decrease the amount of natural areas, open space, or buffers on the campus by more than 10 percent:

University Response: The proposed parking lot takes a natural, undeveloped area and changes it to a grassed, open space. As a result, this amendment will not decrease the combined, existing natural areas, open space, or buffers on campus.

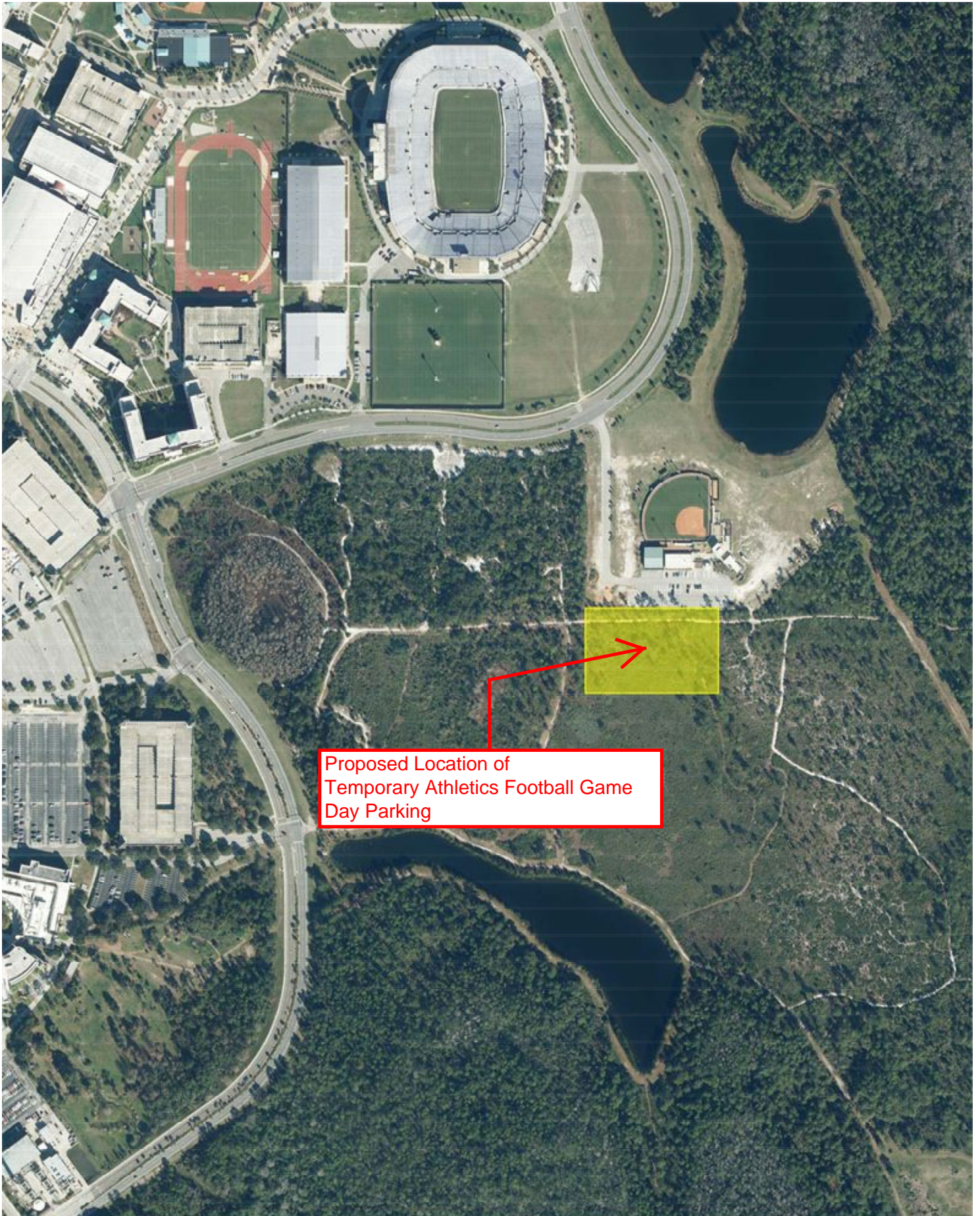
- (c) Rearrange land uses in a manner that will increase the impact of any proposed campus development by more than 10 percent on a road or on another public facility or service provided or maintained by the state, the county, the host local government, or any affected local government.

University Response: The proposed grassed parking lot is a contiguous expansion of an existing lot and only extends the existing access road by approximately 120 feet. It will not generate an increase in capacity on any proposed campus development, road, or public facility by greater than 10 percent, since this new, 250-capacity parking lot is making up for the loss of 233 surface parking spaces in lot D1 due to the construction of the UCF Global building. This is only an increase of 17 parking spaces and consequently a less than 10 percent impact on a road or service provided or maintained by the state, county, host local government, or any affected local government.

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) 823-3893.

Attachment B





Attachment D

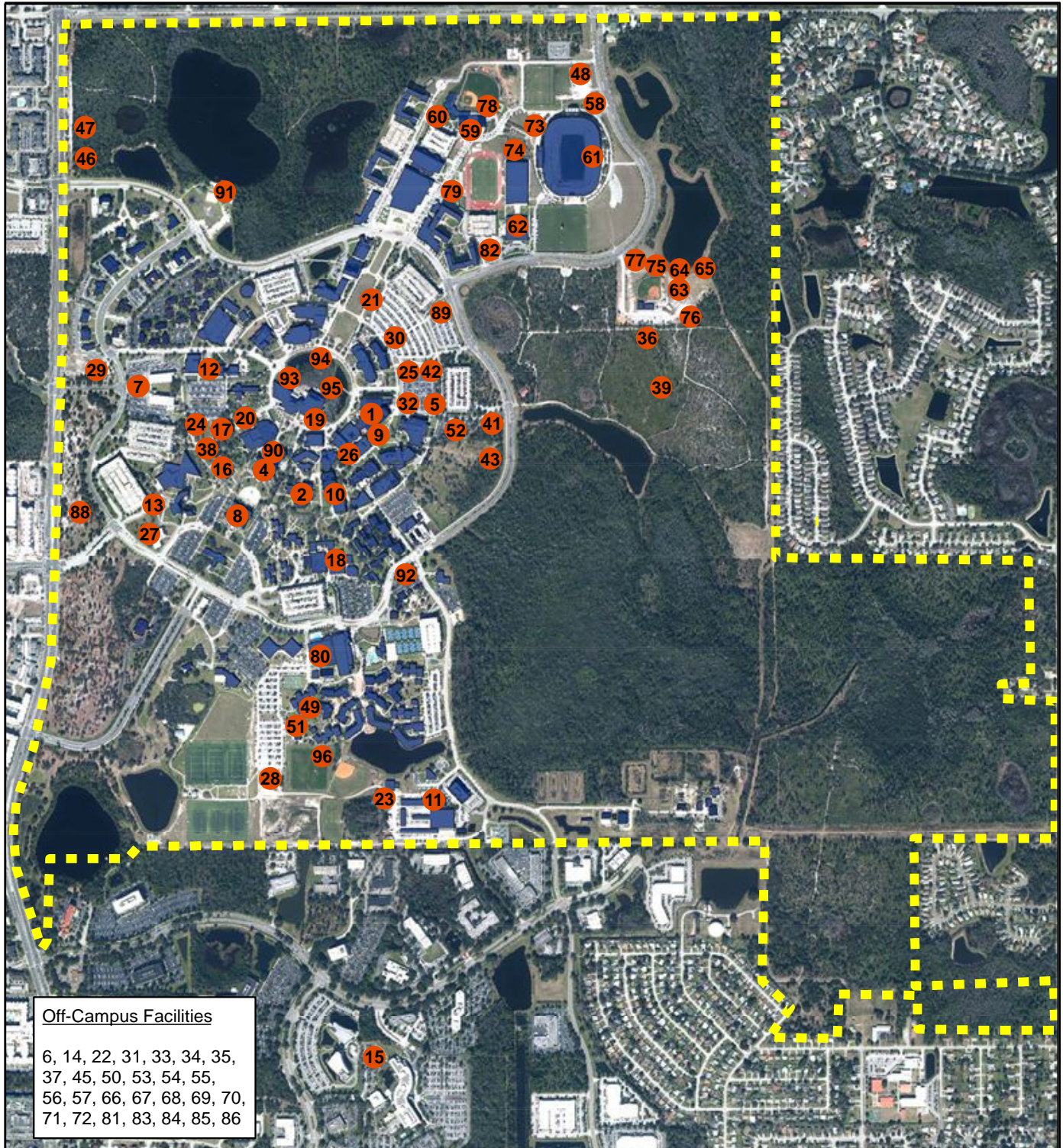


Figure 3-1

## Urban Design and Capital Improvements

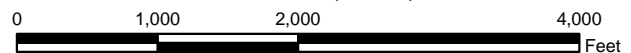
Comprehensive Master Plan Update  
**University of Central Florida**  
 Orlando, Florida  
 2015-2025

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

- 2015 Capital Improvements List Item
- Existing Buildings
- Boundary

To locate buildings on map, refer to  
 Element 14: Capital Improvements List



Rev. 20150408



Attachment E

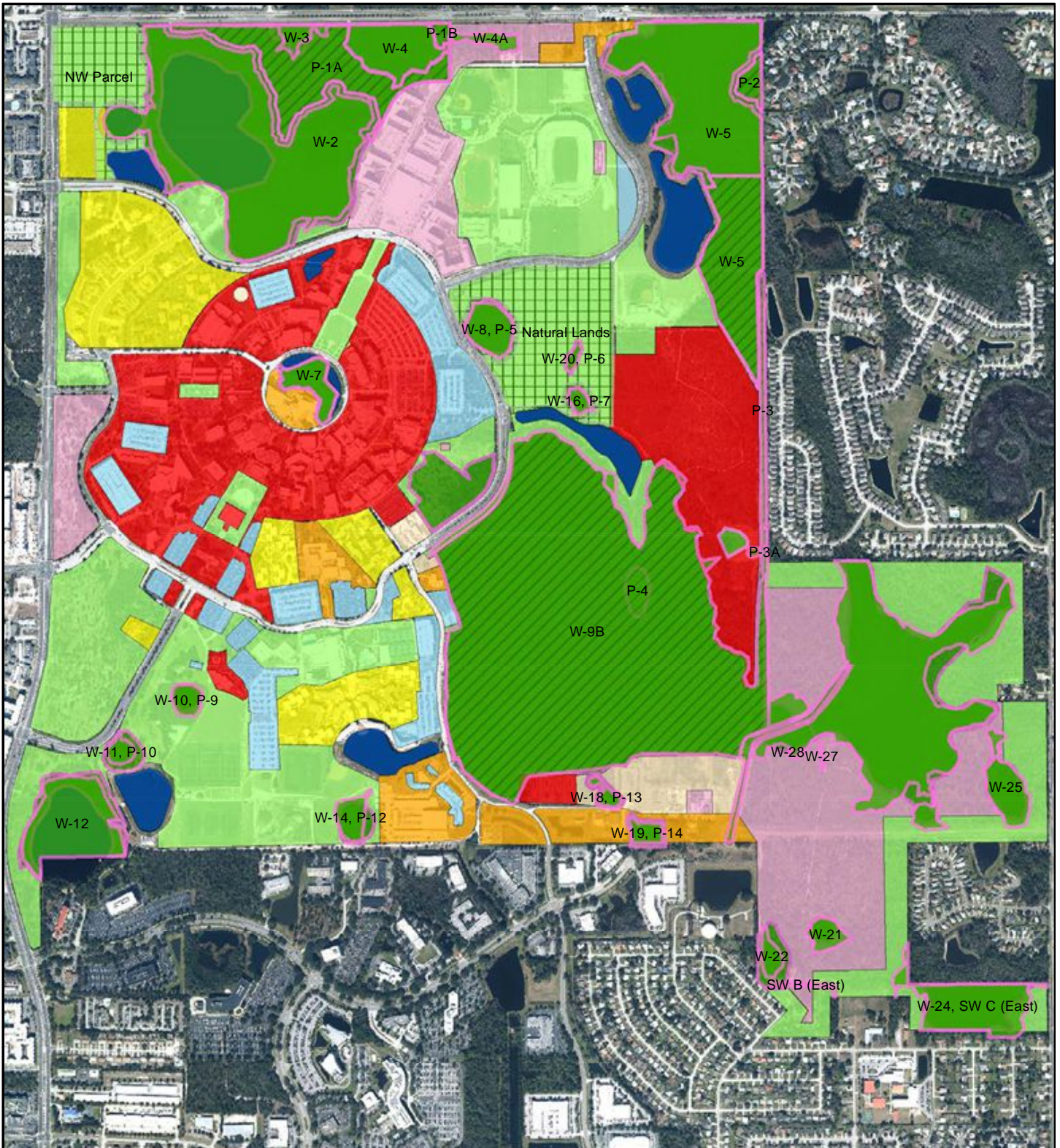


Figure 4-1

**Future Land Use**  
 Comprehensive Master Plan Update  
**University of Central Florida**  
 Orlando, Florida  
 2015-2025

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**

- |  |                        |  |                        |  |                        |
|--|------------------------|--|------------------------|--|------------------------|
|  | Conservation (upland)  |  | Academic/Research      |  | Conservation Easements |
|  | Conservation (Wetland) |  | Lakes                  |  | Residential            |
|  | Conservation Easement  |  | Utility                |  | Recreation/Open Space  |
|  | Parking                |  | Conservation (wetland) |  | Mixed Use              |
|  | Support                |  | Conservation (upland)  |  |                        |



Rev 20150420

Attachment F

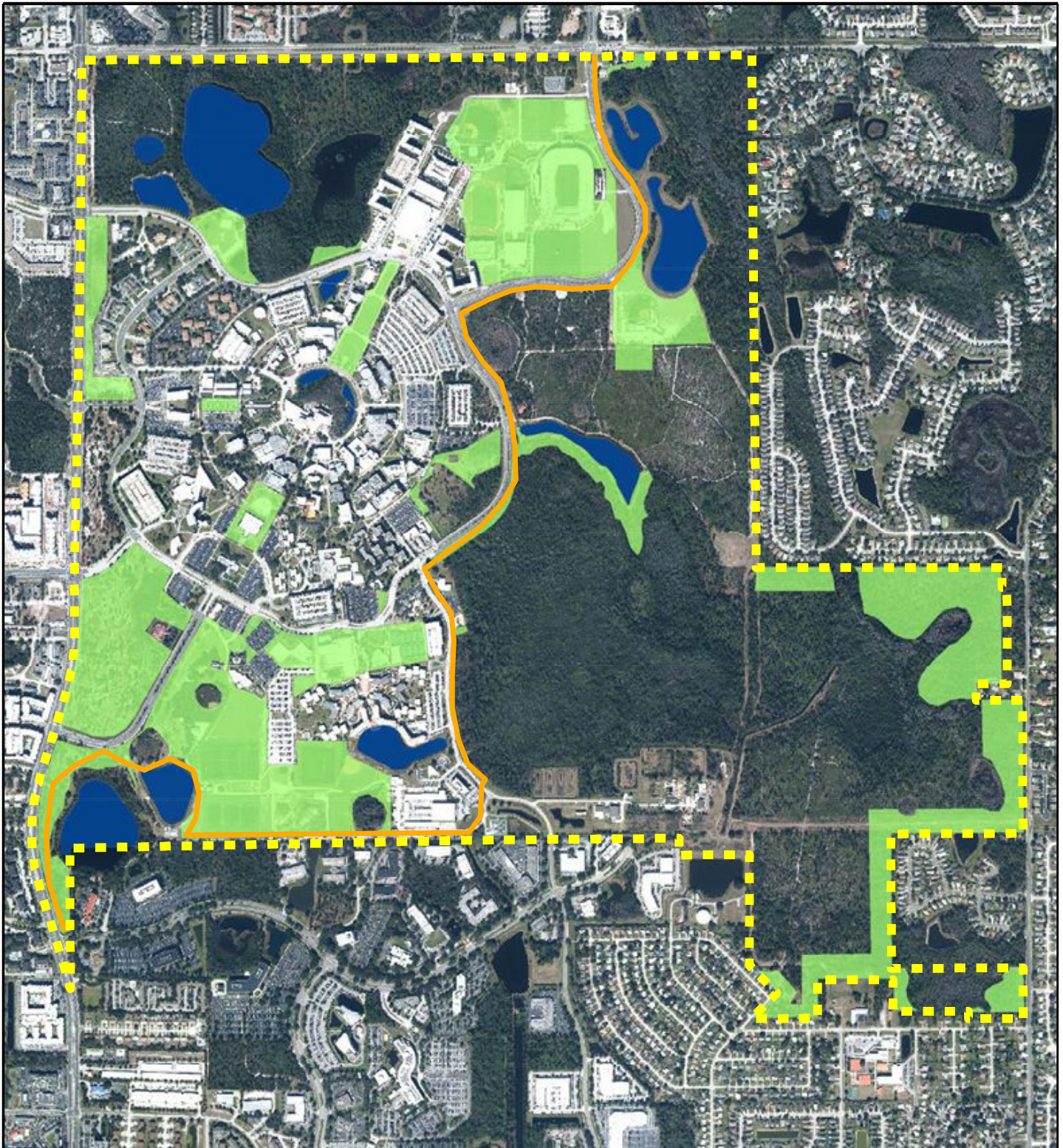







Figure 8-1

# Recreation and Open Space

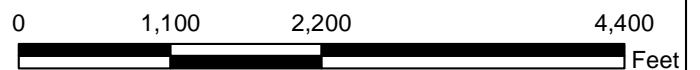
Comprehensive Master Plan Update  
**University of Central Florida**  
Orlando, Florida  
2015-2025

### Legend

-  Boundary
-  Proposed Little Econ Greenway Trail
-  Recreation and Open Space
-  Lakes and Ponds

 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.

Rev 20150420



University of Central Florida  
Board of Trustees

**SUBJECT:** Refinancing of UCF Convocation Corporation Series 2005 A and B Certificates of Participation

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Pursuant to the attached draft resolution, the UCF Convocation Corporation is requesting approval to refinance the outstanding arena tax-exempt and taxable bonds. In accordance with the university's Debt Guidelines, the refinancing does not increase the principal amount outstanding nor extend the amortization schedule. Present value savings exceed the recommended 5 percent. The current certificates of participation will be refunded with traditional revenue bonds to be issued by the UCFCC.

**BACKGROUND INFORMATION**

In 2005, the UCFCC issued \$107,430,000 in certificates of participation to construct a new arena and retail facilities and renovate the then-existing arena as part of a larger convocation project. The certificates mature in 2035 and are payable solely through revenues of the total project. The university also entered into a support agreement with respect to the certificates that provides that in the event the debt service coverage ratio should ever fall below 1.20 times, the university agrees to absorb the cost of utilities. Also pursuant to the support agreement, if the debt service reserve fund should ever be drawn upon, the university agreed to replenish the amount drawn from legally available revenues appropriated by the university for such purpose. The support agreement is being amended to clarify the university's obligations to benefit the holders of the revenue bonds after the certificates have been refunded.

The resolution authorizes the university to enter into an operating agreement with the UCF Convocation Corporation to document the obligations of the UCFCC to maintain and operate the facilities.

The outstanding principal on the certificates is currently \$92,225,000. Annual debt service savings are estimated to be in excess of \$500,000.

---

**Supporting documentation:** Draft Board of Trustees Resolution (Attachment A)  
First Amendment to the Support Agreement (Attachment B)  
Operating Agreement (Attachment C)

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

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

Attachment A

**A RESOLUTION AUTHORIZING THE ISSUANCE BY THE UCF CONVOCATION CORPORATION OF ITS CAPITAL IMPROVEMENT REFUNDING REVENUE BONDS FOR THE PURPOSE OF REFUNDING CERTAIN OUTSTANDING INDEBTEDNESS; APPROVING THE FIRST AMENDMENT TO SUPPORT AGREEMENT AND AN OPERATING AGREEMENT IN CONNECTION WITH THE ISSUANCE BY THE UCF CONVOCATION CORPORATION OF ITS CAPITAL IMPROVEMENT REFUNDING REVENUE BONDS; PROVIDING AN EFFECTIVE DATE.**

**BE IT RESOLVED BY THE UNIVERSITY OF CENTRAL FLORIDA BOARD OF TRUSTEES:**

**WHEREAS**, previously, the UCF Convocation Corporation (the "Corporation") financed the construction of the Convocation Center with proceeds of its Certificates of Participation (UCF Convocation Corporation Master Lease Program), Series 2005A Evidencing an Undivided Proportionate Interest of the Owners thereof in Basic Rent Payments to be made under a Master Lease-Purchase Agreement by the UCF Convocation Corporation (the "Series 2005A Certificates") and its Taxable Certificates of Participation (UCF Convocation Corporation Master Lease Program), Series 2005B Evidencing an Undivided Proportionate Interest of the Owners thereof in Basic Rent Payments to be made under a Master Lease-Purchase Agreement by the UCF Convocation Corporation (the "Series 2005B Certificates" and together with the Series 2005A Certificates, the "Series 2005 Certificates") the proceeds of which were used to finance the Convocation Center; and

**WHEREAS**, the Corporation has heretofore determined that due to lower interest rates and the opportunity to realize debt service savings the most appropriate way of refinancing the Project is to issue its Capital Improvement Refunding Revenue Bonds, Series 2015A (the "Series 2015A Bonds") and its Taxable Refunding Revenue Bonds, Series 2015B (the "Series 2015B Bonds" and together with the Series 2015A Bonds, the "Series 2015 Bonds") pursuant to the terms of a Trust Indenture, (the "Indenture") by and between the Corporation and the trustee named therein, (the "Trustee"); and

**WHEREAS**, pursuant to the University of Central Florida Board of Trustees' (the "Board's") debt management guidelines, the Board is required to approve the issuance of debt by the Corporation; and

**WHEREAS**, payments due under the Series 2005 Certificates are currently secured by, among other things, payments to be made by the University of Central Florida (the "University") pursuant to that certain Convocation Center Support Agreement, dated as of September 1, 2005 between the Corporation, the University and the UCF Property Corporation; and

**WHEREAS**, the Corporation has requested that the University enter into that certain First Amendment to Convocation Support Agreement (the "First Amendment") to clarify that the

Attachment A

Board's obligations cover not only the Series 2005 Certificates but include obligations issued to refund the Series 2005 Certificates which includes the Series 2015 Bonds; and

**WHEREAS**, upon the refinancing of the Series 2005 Certificates ownership of the Convocation Center will revert to the Board and the Corporation will no longer have an ownership interest in the Convocation Center; and

**WHEREAS**, the Board desires the Corporation to continue to operate the Convocation Center and has requested that the Board enter into an Operating Agreement by and between the Board and the Corporation and to provide for, among other things, operation of the Convocation Center by the Corporation; and

**NOW, THEREFORE, BE IT RESOLVED** by the University of Central Florida Board of Trustees:

**Section 1.** The aforementioned Recitals are incorporated herein by reference and made a part hereof.

**Section 2.** The First Amendment and the Operating Agreement, in substantially the forms presented to the Board at this meeting, are hereby authorized and approved.

**Section 3** The President of the University or the Vice President for Business and Finance, or their respective designee, are both hereby authorized to execute and deliver the First Amendment and the Operating Agreement to the Corporation.

**Section 4.** The Board hereby approves the issuance of the Series 2015 Bonds for the purpose of refinancing the Series 2005 Certificates; provided the Corporation realizes present value debt service savings of at least 5% of the par amount Series 2005 Certificates being refunded.

**Section 5.** The President and the Vice President for Business and Finance are hereby authorized to take all actions and steps, to execute all instruments, documents, and contracts, and to take all other actions as they may deem necessary or desirable, in connection with the delivery of the First Amendment and Operating Agreement and refunding of the Series 2005 Certificates and the issuance of the Series 2015 Bonds.

**Section 6.** This Resolution shall take effect immediately upon its adoption.

Adopted this \_\_\_\_\_ day of May, 2015.

Attachment B

**FIRST AMENDMENT TO CONVOCATION CENTER SUPPORT AGREEMENT**

**THIS FIRST AMENDMENT TO SUPPORT AGREEMENT** ("Agreement") is made and entered into as of the 1st day of July 1, 2015 by and between the **UNIVERSITY OF CENTRAL FLORIDA**, on behalf of its Board of Trustees, (the "University") and the **UCF CONVOCATION CORPORATION**, a not-for-profit Florida corporation ("UCFCC").

**WHEREAS**, the University previously entered into that certain Ground Lease Agreement dated as of September 1, 2005 (the "Ground Lease"), pursuant to which the University, among other things, leased to UCF Property Corporation ("UCFPC") certain real property described in the Ground Lease (the "Property"); and

**WHEREAS**, UCFCC and the UCFPC entered into a Master Lease-Purchase Agreement, dated as of September 1, 2005 (the "Master Lease"), between UCFPC, as Lessor, and UCFCC, as Lessee; and

**WHEREAS**, UCFCC issued its Certificates of Participation (UCF Convocation Corporation Master Lease Program), Series 2005A Evidencing an Undivided Proportionate Interest of the Owners thereof in Basic Rent Payments to be made under a Master Lease-Purchase Agreement by the UCF Convocation Corporation (the "Series 2005A Certificates") and the Taxable Certificates of Participation (UCF Convocation Corporation Master Lease Program), Series 2005B Evidencing an Undivided Proportionate Interest of the Owners thereof in Basic Rent Payments to be made under a Master Lease-Purchase Agreement by the UCF Convocation Corporation (the "Series 2005B Certificates" and together the Series 2005A Certificates, the "Series 2005 Certificates"), the proceeds of which were used to finance a portion of the costs of the acquisition, construction and installation of the facility known as the Convocation Center and also to finance certain renovations of the Arena including converting existing space to office space for coaching staff and renovation of the space to accommodate new practice facilities, each located on the campus of the University (collectively, the "Facilities"); and

**WHEREAS**, the University, UCFCC and UCFPC previously entered into that certain Support Agreement, dated as of September 1, 2005 where by the University agreed to provide certain support in connection with the Series 2005 Certificates (the "Original Support Agreement"); and

**WHEREAS**, UCFCC now desires to prepay and refund the Series 2005 Certificates by issuing its UCF Convocation Corporation Refunding Revenue Bonds, Series 2015A (the "Series 2015A Bonds") and its UCF Taxable Convocation Corporation Refunding Revenue Bonds, Series 2015B (the "Series 2015B Bonds" and together with the Series 2015A Bonds, the "Series 2015 Bonds") pursuant to the terms and provisions of the Trust Indenture dated as of July 1, 2015 (the "Indenture") between the Corporation and U.S. Bank National Association, as trustee (the "Trustee"); and

**WHEREAS**, in order to facilitate a reduction in the overall cost of borrowing by UCFCC in connection with the issuance of the Series 2015 Bonds, the University has agreed to continue to provide certain financial support, utilities, transportation, and other services for the benefit

Attachment B

of UCFCC, and the holders of the Series 2015 Bonds and any Additional Bonds issued as refunding Bonds under the Indenture, all as set forth hereinafter; and

**WHEREAS**, UCFCC and the University now desire to amend certain provisions of the Original Support Agreement as provided herein.

**NOW, THEREFORE**, for and in consideration of the premises and the mutual covenants and agreements set forth hereinafter, the sufficiency of which are hereby acknowledged, the parties agree as follows:

**ARTICLE I  
RECITALS AND DEFINITIONS**

Capitalized terms not otherwise defined herein shall have the meanings ascribed thereto in the Indenture, as now and hereafter amended, modified or supplemented.

**ARTICLE II  
AMENDMENTS**

**SECTION 2.01** Section 2.01 of the Original Support Agreement is amended and restated in its entirety as follows:

**"UTILITIES.** As long as the Series 2015 Bonds remain Outstanding pursuant to the Indenture, the University hereby agrees to provide and deliver to the Convocation Center, to the boundary line of the Property, potable water, sewer, electricity, chilled water for air conditioning, telephone lines, telecommunications, cable, data, and such other utilities as are made available by the University, or provided by the University, to other University facilities, projects or properties on the University campus, for so long as and to the extent that the University provides the same to other University facilities, projects or properties on the University campus. The University also agrees to provide exterior garbage collection and removal services to the Convocation Center, including the structured parking facility. Additionally, the University agrees to provide storm water retention and detention as reasonably necessary to support the Property and the Convocation Center."

**SECTION 2.02** Section 2.02 of the Original Support Agreement is amended and restated in its entirety as follows:

**"FINANCIAL SUPPORT.** Pursuant to the Indenture, the Trustee established a Debt Service Reserve Fund. The University agrees and covenants to transfer to the Trustee funds in an amount equal to the Deficiency Amount (defined below) as limited below, in the event the Trustee notifies the University that amounts (a) have been drawn from the Debt Service Reserve Fund and used to pay either the principal of or interest on the Series 2015 Bonds (such amounts paid being "Deficiency Amounts"); provided that the University's Deficiency Amounts obligation shall be limited to \$6,700,000 per annum, it being understood that failure by the University to pay a Deficiency Amount in the year in which it was incurred will not reduce the \$6,700,000 limit in any subsequent year. For the avoidance of doubt, the parties hereto agree that University's Deficiency Amount obligation hereunder in any year shall

include (i) any unpaid Deficiency Amount incurred in any prior year(s), plus (ii) any Deficiency Amount incurred in the then current year up to a maximum amount of \$6,700,000.

Upon receipt of notice from the Trustee as provided above and subject to the next paragraph, the University covenants and agrees to appropriate in its annual budget, by amendment, if necessary, from all Legally Available Revenues, as herein after defined, an amount equal to the Deficiency Amount. Upon being appropriated, and no later than five Business Days prior to the debt service payment coming due, the University shall transfer to the Trustee, the Deficiency Amount for deposit in the Debt Service Reserve Fund. Such covenant and agreement on the part of the University to budget and appropriate such amounts of Legally Available Revenues shall be absolute and unconditional, free from deductions and with any offset, recoupment, diminution or set-off whatsoever. In addition, such covenant and agreement on the part of the University to budget and appropriate such amounts of Legally Available Revenues shall be cumulative to the extent not paid to the Trustee, and a continuing obligation until such Legally Available Revenues are appropriated and paid to the Trustee in amounts sufficient to pay the Deficiency Amount, subject to the limitation described in the immediately preceding paragraph. No lien upon or pledge of such budgeted Legally Available Revenues shall be in effect until such monies are budgeted, appropriated and deposited into the Debt Service Reserve Fund. The University further acknowledges and agrees that the obligations of the University to include Deficiency Amounts in each of its annual budgets and to pay such Deficiency Amounts from Legally Available Revenues may be enforced in a court of competent jurisdiction in accordance with the remedies set forth herein.

Such covenant to budget and appropriate does not preclude the University from pledging in the future its Legally Available Revenues, nor does it require the University to levy and collect any particular Legally Available Revenues, nor does it give the holder of the Series 2015 Bonds a prior claim on the Legally Available Revenues as opposed to claims of general creditors of the University. Such covenant to budget and appropriate Legally Available Revenues is subject in all respects to the prior payment of obligations secured by a pledge of certain auxiliary enterprise funds, indirect cost reimbursement and investment earnings comprising Legally Available Revenues heretofore or hereafter entered into (including the payment of debt service on bonds and other debt instruments). Anything in this Agreement to the contrary notwithstanding, it is understood and agreed that all obligations of the University hereunder shall be payable from the portion of Legally Available Revenues budgeted and appropriated as provided for hereunder and nothing herein shall be deemed to pledge any funds appropriated by the State of Florida to the University or to permit or constitute a mortgage or lien upon any assets owned by the University or the State of Florida. Notwithstanding any provisions of this Agreement to the contrary, the University shall never be obligated to maintain or continue any of the activities of the University which generate user service charges, regulatory fees or any Legally Available Revenues. Except as provided above, neither this Agreement nor the obligations of the University hereunder shall be construed as a pledge of or a lien on all or any Legally Available Revenues of the University or the State of Florida, but shall be payable solely as provided herein and is subject to the payment of services and programs which are for essential public purposes affecting the health, welfare and safety of the students, faculty and administration of the University.

For purposes of this Agreement, Legally Available Revenues shall initially mean those funds collected and deposited into the University's various auxiliary enterprise funds, existing fund balances from such auxiliary enterprise funds, indirect cost reimbursement from research contract and grant revenues, as well as, existing fund balances from research contract and grant

25102/023/01000586.DOCv6



enterprise funds (subject to any restrictions contained in the associated research contract or grant) and the investment earnings on the University's pooled investments account. The University shall also include other revenues that may become legally available to the University on any date hereafter as Legally Available Revenues for the purpose of meeting its obligations hereunder. Legally Available Revenues shall also include amounts transferred at the direction of the University to U.S. Bank National Association, as successor trustee ("U.S. Bank") under the Master Trust Agreement (the Housing Trust Agreement") by and among the UCF Convocation Corporation, as lessee, U.C.F.A.A. Property Corporation, Inc, as lessor and U.S. Bank.

In determining the amount of Legally Available Revenues for the immediately prior Fiscal Year, the Authorized Officer shall take into account the amount by which Legally Available Revenues would have increased during such prior Fiscal Year if or as a result of: (i) any rate increase approved by the University Board of Trustees in the prior Fiscal Year shall be treated as if such rate increase was in effect for the entire Fiscal Year, (ii) any rate increase or imposition of a new rate, fee or charge approved by the University Board of Trustees in the prior Fiscal Year and not effective until the current Fiscal Year shall be treated as if such rate, fee or charge was in effect for the entire prior Fiscal Year, and (iii) revenues from rates, fees and charges based on enrollment may be adjusted by applying the enrollment projected for the current Fiscal Year on the services, charges or other deliverables for the prior Fiscal Year. "

**SECTION 2.03** Section 3.02 of the Original Support Agreement is amended and restated in its entirety as follows:

**"WAIVER OR DEFERRAL OF CHARGES.** The University hereby agrees, to the extent permitted by law, that in the event System Revenues available to pay debt service on the Series 2015 Bonds is expected to be less than 1.20 times the debt service payments for the succeeding Fiscal Year, based on the annual budget of the Convocation Center, prepared by UCFCC in accordance with the provisions of the Operating Agreement, the University shall defer collecting from UCFCC any amount for all operating and maintenance expenditures until such time as the System Revenues available for debt service on the Series 2015 Bonds based on the current annual budget, as amended, is no less than 1.20 times debt service payments for the succeeding Fiscal Year. Any charges deferred or paid pursuant to this provision may be reimbursed to the University from any amounts subsequently available in the the Surplus Fund."

**SECTION 2.04** Article XIV **"THIRD-PARTY BENEFICIARY"** is deleted in its entirety.

**SECTION 2.05** Article XV of the Original Support Agreement is amended and restated in its entirety as follows:

**"TERM OF AGREEMENT.** This Agreement shall terminate at such time as the Series 2015 Bonds or any Additional Bonds issued as refunding Bonds under the Indenture are no longer be Outstanding under the provisions of the Indenture and all obligations hereunder have been satisfied."

**SECTION 2.06** All references to the Series 2005 Certificates in Articles II through XV of the Original Support Agreement are deemed to mean the Series 2015 Bonds.

**ARTICLE III  
COUNTERPARTS**

This Agreement may be executed in multiple counterparts, each of which shall be regarded for all purposes as an original, and such counterparts shall constitute but one and the same instrument.

**ARTICLE IV  
ORIGINAL SUPPORT AGREEMENT**

Except as amended and modified herein, the Original Support Agreement shall remain in full force and effect.

[Remainder of Page Intentionally Left Blank]

IN WITNESS WHEREOF, the University and UCFCC have caused this Agreement to be executed as of the day and year first above written.

Signed, sealed and delivered  
in the presence of:

UNIVERSITY OF CENTRAL FLORIDA,  
on behalf of its Board of Trustees

\_\_\_\_\_  
Print Name: \_\_\_\_\_

By: \_\_\_\_\_  
Name: Dr. John C. Hitt  
Title: President

\_\_\_\_\_  
Print Name: \_\_\_\_\_

UCF CONVOCATION CORPORATION,  
a not-for-profit Florida corporation

\_\_\_\_\_  
Print Name: \_\_\_\_\_

By: \_\_\_\_\_  
Name: Robert J. Holmes, Jr.  
Title: Chair

\_\_\_\_\_  
Print Name: \_\_\_\_\_

Attachment C

**OPERATING AGREEMENT**

**THIS OPERATING AGREEMENT** (this "Agreement"), effective as of the 1st day of [\_\_\_\_], 2015, is between The University of Central Florida Board of Trustees (the "University") a public body corporate of the State of Florida and UCF Convocation Corporation (the "Corporation") a Florida not-for-profit corporation and certified as a direct support organization of the University.

**WITNESSETH:**

Previously, the University granted the Corporation an interest in certain property pursuant to a ground lease agreement (the "Ground Lease") upon which the Corporation constructed the Convocation Center (the "Convocation Center") and renovations to the University's existing arena (the "Existing Arena" together with the Convocation Center, the "Facilities") with the proceeds of the Certificates of Participation (UCF Convocation Corporation Master Lease Program), Series 2005A Evidencing an Undivided Proportionate Interests of the Owners thereof in Basic Rent Payments to be made under a Master Lease Purchase Agreement by the UCF Convocation Corporation (the "Series 2005A Certificates") and its Taxable Certificates of Participation (UCF Convocation Corporation Master Lease Program), Series 2005B Evidencing an Undivided Proportionate Interests of the Owners thereof in Basic Rent Payments to be made under a Master Lease Purchase Agreement by the UCF Convocation Corporation (the "Series 2005B Certificates" and together with the Series 2005A Certificates, the "Series 2005 Certificates").

Pursuant to the provisions of the Master Lease Purchase Agreement the Corporation had covenanted to operate and maintain the Facilities

The Corporation now desires to refinance the Series 2005 Certificates through the issuance of its UCF Convocation Corporation Refunding Revenue Bonds, Series 2015A (the "Series 2015A Bonds") and its UCF Taxable Convocation Corporation Refunding Revenue Bonds, Series 2015B (the "Series 2015B Bonds" and together with the Series 2015A Bonds, the "Series 2015 Bonds") pursuant to a Trust Indenture, dated as of July 1, 2015 (the "Indenture") by and between the Corporation and the trustee named therein (the "Trustee").

Upon prepayment in full of the Series 2005 Certificates, the Ground Lease and the Master Lease will terminate and the ownership of the Convocation Center will revert to University by operation of law. The University desires the Corporation continue to operate and maintain the Facilities.

The University and Corporation previously entered into the One Hundred Days Lease Agreement dated as of September 1, 2005 (the "Original Agreement"), to grant the University the right to use the Facilities for at least one hundred (100) days each per fiscal year on a priority basis over other users of the facilities.

Capitalized terms used herein and not otherwise defined shall have the meanings ascribed to them in the Indenture.

Attachment C

In consideration of the premises, and of the mutual covenants and agreements set forth below, the Corporation and the University enter into this Agreement upon the following terms and conditions:

1. Description of the Property. The Facilities are located on the main campus of the University in Orlando, Florida.

2. Term. The term of this Agreement shall be for a term of [30] years but in no event shall this Agreement be terminated prior to the time that all Bonds, and all other amounts due under the Indenture have been paid in full (the "Term"). The Corporation agrees to operate the Facilities as provided herein.

(a) 3. Use of Facilities. The University agrees to use the Facilities for commencement exercises, sporting events, concerts and similar uses for an aggregate of at least one hundred (100) days each during each Lease Year (as defined herein) from the effective date of this Agreement during the term of this Agreement subject to the terms and conditions contained herein.

(b) Payment. As payment ("Payment") for the use of Facilities for an aggregated one hundred (100) days each every Lease Year, the University shall pay to the Corporation the sum of \$2,200,000 per year without deduction, demand, or notice. Unless and until otherwise directed by the Corporation, the Payment shall be payable directly to the Trustee for deposit into the Revenue Fund.

(c) Additional Days. In the event the University shall use the Convocation Center more than one hundred (100) days per Lease Year, rent shall be increased reflecting the additional days use and shall be payable with the next succeeding monthly payment.

(d) Use of the Property. Subject to the terms set forth below, the University and its affiliates shall have the right to use the Facilities or any part thereof for at least one hundred (100) days during each Lease Year during the term described herein. The Facilities shall be used by the University for such purposes as sporting events, summer camp, commencement services, meetings, seminars, training classes or other non commercial uses. The University shall promptly reimburse the Corporation for any direct out-of-pocket expenses incurred by the Corporation in connection with such use. The use by the University of the Facilities shall not compete with, nor conflict with, paying events booked by the Corporation events manager currently Global Spectrum (the "Events Manager") and shall be booked in advance upon reasonable notice to the Corporation or the Events Manager. The University's men's and women's basketball games, volleyball games, summer camps and commencement services shall have priority in scheduling; provided, however, the University shall have requested priority dates for use of the Facilities at least 30 days prior to the beginning of each Fiscal Year The Corporation has contracted with the Events Manager such that the ticket revenues collected by the Events Manager from University events shall be transferred within five (5) working days following such event, directly to the University and the University affiliate that utilized the Facilities for the event, net of expenses incurred by University or the Events Manager in collecting such revenues and operating the Facilities for such event.

4. Financial Statements. The Corporation shall cause to be delivered to the University and the Trustee, so long as Bonds remain Outstanding, within the meaning of the Indenture, audited annual financial reports of the Corporation prepared by certified

Attachment C

independent auditors. Such annual reports shall be prepared in accordance with generally accepted auditing standards and on an accrual basis and shall be filed with the University no later than 10 days following the receipt by the Corporation of such reports;

In addition the Corporation shall deliver or cause to be delivered to the University and the Trustee:

(i) the annual Operating Budget, as defined below, within 30 days following adoption of such budget by the Corporation;

(ii) concurrently with the delivery of the audited financial statements referred to above, a compliance certificate signed by the Corporation's President or its designee demonstrating compliance or lack thereof with Paragraph 5 below and indicating whether an Event of Default has occurred under the Indenture and, if so, what actions the Corporation proposes to take to cure such Event of Default; and

(iii) with reasonable promptness, such other financial data relating to the Corporation and the Facilities as the University or the Trustee may reasonably request in writing.

5. Operating Budget. The Corporation will prepare an operating budget for each Fiscal Year covering all operations and Operating Expenses of the Facilities (the "Operating Budget") which shall assure that Facility Revenues (as defined in the Indenture) will exceed all contemplated expenditures described in the following paragraph. Each Operating Budget shall be prepared by the Corporation and submitted to the University and the Trustee at least thirty (30) days prior to the commencement of the Fiscal Year to which it applies, and shall be approved and adopted by the Corporation prior to the commencement of such Fiscal Year. If the Operating Budget is not adopted for any new Fiscal Year prior to the commencement thereof, then the Operating Budget (if any) in effect as of the end of the immediately preceding Fiscal Year shall be used for such new Fiscal Year until replaced by an Operating Budget adopted therefor in accordance with the provisions of this Section.

The Operating Budget for each Fiscal Year shall contain (i) a projection of all Facility Revenues expected to be received by the Corporation during each such Fiscal Year, (ii) a projection of all ordinary and necessary Operating Expenses reflecting a reasonable breakdown of such projected expenses into separate accounts, (iii) a projection of the total annual Bond Service Requirement for all Bonds then Outstanding and all other amounts due under the Indenture, all other costs and expenses or obligations related to the use, occupancy and/or operation of the Facilities due in such Fiscal Year, and (iv) such other information related to the projected operations of the Facilities as the University may deem useful.

6. Renewal and Replacement Fund. There is hereby established a Renewal and Replacement Fund (the "R&R Fund") to be held by the Corporation. The Corporation covenants to budget annually the amounts necessary to fund the R&R Fund in an amount equal to \$[ \_\_\_\_\_ ] for the purpose of funding capital improvements to the Facilities.

Management of Facilities. The parties agree that the Corporation shall be solely responsible for management of the Facilities. The Corporation shall directly provide such management pursuant to the rules and policies of the Corporation. Upon approval of the University not to be unreasonably withheld, the Corporation may retain a professional management company to

Attachment C

manage the Facilities. However the Corporation shall still maintain sole responsibility for operation of the Facilities.

8. Maintenance of Improvements. The Corporation shall maintain the Facilities in good condition and repair. The Corporation shall provide, or cause to be provided all maintenance (interior, exterior, and landscaping), cleaning services, repairs, and capital replacements for the Facilities.

9. Liability/Insurance. The Corporation assumes any and all risks of personal injury and property damage attributable to the negligent acts or omissions of the Corporation and its officers, employees, servants, and agents thereof while acting within the scope of their agency or employment with the Corporation. The Corporation and University agree that nothing contained herein shall be construed or interpreted as (1) denying to either party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents and agencies to be sued; or (3) a waiver of sovereign immunity of the State Florida beyond the waiver provided in Section 768.28, Florida Statutes. In addition, the Corporation shall maintain liability and property coverage in an amount required by its risk management policies during the term of this Agreement.

10. Prohibitions Against Liens. Except as otherwise provided in the Indenture the Corporation hereby covenants and agrees that it will not grant any liens on the Facility Revenues. The Corporation shall cause any liens placed upon the Facility Revenues not otherwise permitted herein to be immediately removed upon request of the University.

11. Notices. All notices given under this Agreement shall be in writing and shall be served by certified mail to the last address of the party to whom notice is to be given, as designated by such party in writing. The Corporation and University hereby designate their address as follows:

The University:

University of Florida  
4000 Central Florida Blvd.  
Orlando, Florida 32816  
Attention: William F. Merck, II, Vice President,  
Administration and Finance

with a required copy to:

University of Central Florida  
4000 Central Florida Blvd.  
Orlando, Florida 32816  
Attention: General Counsel

The Corporation:

University of Central Florida  
4000 Central Florida Blvd.  
Orlando, Florida 32816  
Attention: William F. Merck, II

Attachment C

Secretary/Treasurer

with a required copy to:

University of Central Florida  
4000 Central Florida Blvd.  
Orlando, Florida 32816  
Attention: General Counsel

12. Inspection. The University shall have the right, at any and all reasonable times, to enter upon the Facilities for the purpose of making inspections to determine whether the Corporation is complying with the terms of this Agreement.

13. Non-Discrimination. The Corporation shall not discriminate against any individual because of that individual's race, color, religion, sex, national origin, age, handicap, or marital status with respect to any activity occurring within the Facilities.

14. Governing Law/Venue. This Agreement shall be governed by and interpreted according to the laws of the State of Florida. Venue for any litigation arising from matters relating to this Agreement shall be in Orange County, Florida.

15. Time of Essence. Time is expressly declared to be of the essence of this Agreement.

16. Binding Effect and Inurnment. This Agreement shall be binding on and shall inure to the benefit of the successors and assigns of the parties hereto, but nothing contained in this paragraph shall be construed as consent by the University to any assignment of this Agreement or any interest therein by the Convocation Center.

17. Duplicate Originals. This Agreement is executed in duplicate originals each of which shall be considered an original for all purposes.

18. Partial Invalidity. If any term, covenant, condition or provision of this Agreement shall be ruled by a court of competent jurisdiction to be invalid, void, or unenforceable, the remainder shall remain in full force and effect and shall in no way be affected, impaired or invalidated.

19. Entire Understanding. This Agreement sets forth the entire understanding between the parties and shall only be amended with the prior written approval of the parties hereto.

20. Section Captions. Articles, subsections and other captions contained in this Agreement are for reference purposes only and are in no way intended to describe, interpret, define or limit the scope, extent or intent of this Agreement or any provisions thereof.

21. Assignment. This Agreement shall not be assigned in whole or in part without the prior written consent of the University. Any assignment made either in whole or in part without the prior written consent of the University shall be void and without legal effect. Notwithstanding the foregoing, the Corporation may assign or pledge this Agreement as security for the Series 2015 Bonds issued to prepay and refund the Series 2005 Certificates.



Attachment C

22. No Waiver of Breach. The failure of the University to insist in any one or more instances upon strict performance of any one or more of the covenants, terms and conditions of this Agreement shall not be construed as a waiver of such covenants, terms and conditions, and the same shall continue in full force and effect, and no waiver of the University of any of the provisions hereof shall in any event be deemed to have been made unless the waiver is set forth in writing, signed by the University.

23. Damage to Facilities. If any damage to the Facilities results from any act or negligence of Corporation, the University may at the University's option repair such damage, and the Corporation will thereupon reimburse to the University the total cost of such repairs and damages to the Facilities to the extent allowed by law; provided, however, that the University waives any right of action against the Corporation for any loss or damage to the Facilities, resulting from fire or other casualty by such act or negligence if the University's insurance policy covers such loss or damage and permits such a waiver and the University actually receives reimbursement for such loss or damage pursuant to such insurance policy.

24. Obligations Limited. The Corporation's obligation hereunder do not constitute a debt, liability or general obligation of the Corporation or any political subdivision thereof, or a pledge of the faith and credit or taxing power of the State or any political subdivision thereof. Neither the Corporation nor the State shall be obligated or required to levy any ad valorem taxes on any property to pay the principal, premium, if any, or interest on the Series 2015 Bonds or to make payments under this Agreement except from the Facility Revenues pledged for the payment thereof, in the manner and on the conditions contained in the Indenture. Neither the Series 2015 Bonds nor this Agreement shall constitute a lien upon property owned by or situated within the territorial limits of the State of Florida.

Attachment C

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date and year first written above.

UCF CONVOCATION CORPORATION, a  
Florida not for profit corporation

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

THE UNIVERSITY OF CENTRAL FLORIDA  
BOARD OF TRUSTEES, a public body  
corporate

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_

**STRATEGIC PLANNING COMMITTEE**  
*University of Central Florida*

**SUBJECT:** Strategic Planning Framework and Timeline

**DATE:** May 21, 2015

---

**PROPOSED BOARD ACTION**

Approval of Strategic Planning Framework and Timeline.

**BACKGROUND INFORMATION**

The Strategic Planning Committee proposes for board approval the framework for a new university strategic plan, along with a timeline for the implementation of that plan.

---

**Supporting Documentation:** Strategic Planning Framework (Attachment A)

**Prepared by:** Ronnie Korosec, Associate Provost and Director of Operations

**Submitted by:** A. Dale Whittaker, Provost and Vice President for Academic Affairs

ATTACHMENT A

## Strategic Planning Framework

The University of Central Florida will undertake a strategic planning process that sets the university's trajectory for the next 20 years, defines unique areas of opportunity to have a greater positive impact on lives and livelihoods throughout the region, and provides a significant return on investment of personal and institutional resources from the collective impact of those engaged. The strategic planning process will involve an evidence-based review of the university's strengths and areas of comparative advantage and seek advice from university partners, as well as members of the UCF Board of Trustees (current and former).

This framework identifies three key dimensions (listed in detail below) to guide the gathering of evidence of trends and peer research, establish key performance indicators that reflect measurable targets, and develop strategies for desired outcomes, which could include advancing a culture of innovation or opportunities for deeper partnerships. Presidential commissions for each of the three dimensions will be created, each with a member appointed by the President and one approved by the BOT chair to serve as the co-chair. The President and the UCF BOT chair will jointly appoint 10 additional commissioners for each dimension commission. Together with staff, these commissions will conduct roundtable and individual interviews to assess each dimension's current status and future trends, explore UCF's aspirations in each area, and propose key performance indicators and measurable goals and actions. Collectively, these findings and proposals will create a planning document and/or annual compact for review and adoption by the Board of Trustees by March 2016.

### Key Dimensions:

**Philosophy** – A fundamental understanding of an institution's purpose that guides its decision-making. A philosophy is informed by the past – by an institution's self-identity and its role within the community – but it is not constrained by it. Philosophy establishes culture and shapes people and products; it states what we collectively believe, what we value, and who we are. Examples of this dimension in action could include President Hitt's five goals or UCF's academic mission devoted to access and student success.

**Value** – A ratio of quality to cost. Higher education institutions can reflect value by optimizing delivery of services across units, innovating ways to increase quality while reducing cost, and partnering with others as appropriate to collectively advance the institution's mission and further its comparative advantage. Universities that provide high value clearly define quality, diligently constrain unnecessary costs, and ensure that expenses advance value and will meet demand. In order to achieve this, UCF must foster a cost-containment culture. Examples of this dimension in action could include UCF's relatively low dollar per degree ratio and its growing distance-learning programs.

**Distinctive Impact** – Areas of excellence and impact that distinguish UCF from other institutions at the international and national level, while simultaneously advancing the local environment. These areas of distinction arise from unique, place-based attributes, a critical mass of scholars, a cluster of partners who collectively create impact, and historic strengths of the institution. Examples of this dimension in action could include national and international prowess in the areas of modeling, simulation, and training; the establishment of an advanced manufacturing research center devoted to smart sensors; and national models for hospitality and tourism.

ATTACHMENT A

**Timeline**

1. **BY MAY 30:** Identify key dimensions (Board of Trustees Strategic Planning Committee and UCF administration) and gain approval from the UCF Board of Trustees.
  - a. There will be 3 commissions, each focused on a different dimension. Within each commission there will be 3-5 framing and guiding questions. These will be our key performance indicators.
  - b. Each commission will include approximately ten people, including one internal and one external member as co-chairs. Current and past UCF trustees will be included.
2. **BY JUNE 15:** Appoint co-leaders for each dimension from the university and from the community. Keep commissions small and tight.
3. **BY JULY 15:** Each commission will hold its first meeting.
4. **BY SEPTEMBER 1:** Key performance indicators will be determined with advice from faculty and other stakeholders.
5. **BETWEEN SEPTEMBER AND NOVEMBER:** Conduct Pew-style roundtables and individual interviews to assess current status on key dimensions, to brainstorm future trends, and to propose key performance indicators.
6. **BETWEEN SEPTEMBER AND THE END OF DECEMBER:** Staff will collect evidence of trends, peer comparisons, and policies that staff members will further develop and which will inform each commission's performance indicators.
7. **BY OCTOBER 1:** Survey university and community members for opinions about key performance indicators.
8. **BETWEEN NOVEMBER AND DECEMBER:** The commissions will write brief white papers indicating current status and future goals, which will include targets and key actions to achieve goals.
9. **BETWEEN JANUARY AND MARCH:** Hold a strategic planning commission-wide retreat for assimilating individual white papers into a document that includes 3-7 major moves, key leads, targets, resources needed, and partners. The plan is adopted by the Strategic Planning Committee in January and by the UCF Board of Trustees in March.
10. **AFTER APRIL 1, 2016:** Work with partners to identify roles and targets; agree on annual compact and implement the plan.