



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Compensation and Labor Committee Meeting  
July 20, 2017  
8:00 – 9:00 a.m.  
Live Oak Center  
Conference call-in #: 800-442-5794, passcode 463796**

**AGENDA**

**I. CALL TO ORDER**

John Sprouls  
*Chair, Compensation and Labor Committee*

**I. ROLL CALL**

Elizabeth Richner  
*Coordinator, Human Resources*

**II. MEETING MINUTES**

- [May 18, 2017, meeting minutes](#)

Chair Sprouls

**III. NEW BUSINESS**

- Amendments to University Regulations UCF-3.035 University Closings Due to Emergency Conditions and UCF-3.040 Benefits and Hours of Work [\(CLC-1\)](#)

Chair Sprouls  
Scott Cole  
*Vice President and General Counsel*  
Youndy Cook  
*Deputy General Counsel*

- Performance Unit Plan Review [\(CLC-2\)](#)

Chair Sprouls  
Maureen Binder  
*Associate Vice President and Chief Human Resources Officer*  
Paul McConnell  
*President, McConnell & Company*

- Report on Additional Compensation [\(INFO-1\)](#)

Chair Sprouls  
Maureen Binder

- Annual Presidential Performance and Compensation Review Cycle and Assessment Questions ([INFO-2](#))  
Chair Sprouls  
Maureen Binder

**IV. CLOSING COMMENTS**

Chair Sprouls



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Compensation and Labor Committee  
May 18, 2017**

**MINUTES**

**CALL TO ORDER**

Chair John Sprouls called the meeting to order at 10:26 a.m. The following committee members were in attendance: Chair John Sprouls, Vice Chair David Walsh, Clarence Brown, Joseph Conte, Ray Gilley, and Chairman Marcos Marchena. Also in attendance were trustees Robert Garvey, Nicholas Larkins, Alex Martins, Beverly Seay, William Self, and William Yeargin.

**MEETING MINUTES**

The minutes of the January 13, 2017, meeting were approved as submitted.

**NEW BUSINESS**

Eighth Amended and Restated Employment Agreement for President John C. Hitt (CLC-1) Vice President and General Counsel Scott Cole presented the proposed one-year employment agreement for President Hitt with no material changes from last year's contract. Committee members unanimously recommended the approval of the agreement.

Amendments to University Regulation UCF-3.0032 Additional Compensation for UCF Employees (CLC-2) Deputy General Counsel Youndy Cook presented proposed amendments to University Regulation UCF-3.0032. The committee requested a follow-up report on the use of additional compensation across the university, including the administration of faculty overloads by colleges. After discussion, committee members unanimously recommended the approval of the proposed amendment.

Fair Labor Standards Act (FLSA) Update (INFO-1) Vice President William Merck presented a report on the impact of recent university actions taken in response to proposed changes to the Fair Labor Standards Act (FLSA). The committee requested an additional report after a study of employee classification and compensation is complete.

**CLOSING COMMENTS**

Chair Sprouls adjourned the meeting at 11:04 a.m.

Respectfully submitted: \_\_\_\_\_ Date  
Maureen Binder  
Associate Vice President and  
Chief Human Resources Officer

**ITEM: CLC-1**

**University of Central Florida  
Board of Trustees  
Compensation and Labor Committee**

**SUBJECT: Amendments to University Regulations UCF-3.035 University Closings Due to Emergency Conditions and UCF-3.040 Benefits and Hours of Work**

**DATE: July 20, 2017**

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**PROPOSED COMMITTEE ACTION**

Approve amendments to University of Central Florida Regulations UCF-3.035, and UCF-3.040.

**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-3.035 is being updated to amend the President’s designees if the President is unable to make a decision on whether to close the university. Additional minor changes are made throughout the regulation.

Regulation UCF-3.040 updates circumstances under which paid administrative leave is permitted, including new language concerning military-service-connected disability. Regulation UCF-3.0032 has only minor changes, including removing the term USPS when describing non-exempt employees.

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**Supporting documentation:** Attachment A: Proposed Amended Regulation UCF-3.035 (redline)  
Attachment B: Proposed Amended Regulation UCF-3.040 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel  
Maureen Binder, Associate Vice President and Chief Human Resources Officer

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

**Attachment A**

**UCF-3.035 University Closings Due to Emergency Conditions.**

(1) Authority:

- (a) The University President or designee may close all or part of the University upon the occurrence of an emergency which affects its operations.
- (b) For the purposes of this regulation, emergency is defined as that which is declared as such by the Governor in an Executive Order or by the President or designee as a result of a natural disaster or other sudden, unexpected, and unplanned situation over which management has no control, which is of serious and urgent nature, requires immediate action, and presents conditions where it is not appropriate for an employee to be on campus or to travel to the University.
- (c) If the President is unavailable to make a decision whether to close all of the University, or if only part of the University is to be closed, the following persons, in the specified order of availability, are appointed as the President's designees for the purpose of exercising such authority:
  - 1. Provost and Executive Vice President;
  - 2. Vice President for Administration and Finance and Chief Financial Officer;
  - ~~3. Vice President for Strategy, Marketing, Communications and Admissions.~~
- (d) Before closing all or a part of the University, the President or designee shall normally consult with the departments of University Human Resources, Environmental Health and Safety, University Police, and also with appropriate university administrators.

**Attachment A**

- (e) Duration. The closing will only be for the period of time necessary to restore normal working conditions. Closing of more than two consecutive days must be approved by the Chair of the University of Central Florida Board of Trustees.

(2) Notification of closing:

- (a) If a decision is made to close the University prior to the beginning of the normal work day, every effort will be made to disseminate this information to affected employees by 6:00 a.m. through local radio and television stations by the Director of Public Affairs.
- (b) A decision to close the University after the work day has begun will be communicated to all vice presidents who will notify each department head within the vice president's jurisdiction. The department heads will be responsible for notifying all employees in their departments.
- (c) Unless otherwise notified, employees will be expected to report for work on the next regularly scheduled work day.

(3) Hours of Work:

- (a) When all or part of the University is closed pursuant to this regulation, where practicable the university shall assign employees to alternative work locations to perform their regular job duties, assign employees alternative work, reschedule the work week of employees, or take other action to provide employees with work for the full work week.
- (b) Payment for overtime worked during a closing will be handled in accordance with university procedures and any applicable collective bargaining agreement.
- (c) All hours worked must be documented ~~on the employees' time card.~~

**Attachment A**

(4) Leave:

- (a) If the University cannot provide affected employees work in accordance with paragraph (3) above, OPS employees shall be granted leave without pay; and Faculty, A&P, and USPS employees shall be granted administrative leave, ~~and faculty and A&P employees shall be granted leave with pay~~ for the period of the closing. Such leave shall be documented for all affected employees. ~~on all employee time cards.~~
- (b) Employees who were on a prior approved leave of absence or on a scheduled holiday shall not have the leave of absence or holiday changed to any other type of leave.
- (c) The annual and sick leave balances of employees required to be off duty as a result of the closing shall not be reduced (unless the employee is on an approved leave of absence or is absent without authorized leave).
- (d) If the work week is rescheduled, employees who are unable to work the rescheduled work week may be allowed to use annual or compensatory leave for that period.
- (e) If employees assigned to a closed facility have been provided leave as a result of the closing, USPS employees who are assigned to that facility, and who are required to report for work in order to provide essential services during the closing, shall be granted special compensatory leave in addition to pay for hours worked, to cover the hours worked in the employees' regularly scheduled work shifts during the period the facility is closed.

(5) Reports:

**Attachment A**

- (a) Within 5 days after the closing, each vice president shall submit a report to the ~~Director of University~~ Chief Human Resources Officer (CHRO) or designee indicating the number of employees, by pay plan, who were granted administrative leave. The report shall also include the position numbers and titles of all employees required to work during the closing and the number of hours worked by each employee.
- (b) Within 15 days after a partial University closing, the ~~Director of University Human Resources~~ CHRO or designee shall submit a report to the President documenting the dates and times of the closing, what portions of the campus were affected, the reasons for the closing, what alternatives were considered and why they were rejected in favor of closing and granting the affected employees administrative leave, and the total number of employees, by pay plan, who were ~~either granted administrative leave, or whose leave balances were not reduced.~~

*Authority: BOG Regulation 1.001. History: New 3-16-06; Formerly 6C7-3.035, Amended 5-18-09, \_\_\_\_\_-17.*

**Attachment B**

**UCF-3.040 Benefits and Hours of Work.**

- (1) Benefits made available to Faculty, A&P, and USPS include, but are not limited to: paid and unpaid leave, holidays, State and University-sponsored insurance programs, and retirement.
- (2) Benefits made available to Post Doctoral Associates (PDA) include health insurance, paid annual leave, and paid sick leave and should be prorated based on full-time equivalency and date of hire. The leave is tracked by the department.
- (3) Benefits made available to residents and fellows in a program of graduate medical education in the College of Medicine are provided as described in College of Medicine Graduate Medical Education policies.
- (4) In accordance with the Shared Responsibility for Employers provision of Patient Protection and Affordable Care Act (PPACA) of 2010 (26 U.S. Code § 4980H, et seq.), OPS employees who meet state eligibility criteria may be eligible for State-sponsored health insurance benefits.
- (5) Under the Family Medical Leave Act (FMLA), OPS employees may be eligible for unpaid leave.
- (6) Benefits and hours of work requirements shall be administered consistent with the following provisions.
  - (a) Each employee is expected to work the number of hours in the employee's established workweek unless on approved leave. Benefits shall be provided in proportion to the established scheduled hours and in compliance with federal and state health reform laws.
  - (b) The minimum workweek is 40 hours for full-time employees. Pay for designated University holidays (maximum of eight hours) and accrued leave are not considered overtime and are paid at the employee's regular pay rate. Approved leave may be adjusted to ensure an employee's workweek will not exceed 40 hours.
- (7) Overtime Compensation for non-exempt employees. Non-exempt employees must be paid overtime at the rate of 1.5 times their regular rate of pay for all hours actually worked beyond 40 in the employer's designated work week (Friday through Thursday).

**Attachment B**

- (a) There are limited exceptions to this rule as authorized by FLSA, including an exception relating to law enforcement personnel.
  - (b) When leave is used or paid holidays occur, those hours do not count toward the calculation of hours worked unless required by university procedure or collective bargaining agreement.
  - (c) Overtime compensation shall be paid no later than the end of the following pay period.
- (8) Compensatory leave for non-exempt USPS employees.
- (a) Prior to November 18, 2016, overtime compensatory leave was provided in lieu of payment for overtime for nonexempt USPS employees at the rate of one and one half times the total hours worked beyond 40 in the workweek.
    - 1. The maximum overtime compensatory leave an employee could accrue was 120 hours. When the employee's overtime compensatory leave balance reached 120 hours, the employee was not allowed to earn additional overtime compensatory leave until s/he reduced the balance by using the leave.
    - 2. Employees who have accrued overtime compensatory leave are required to use such leave before using annual leave.
    - 3. If the employee separates from employment or transfers to another department, the employee shall be paid for all unused overtime compensatory leave at the employee's regular rate of pay, by the sending department.
    - 4. Effective November 18, 2016, overtime compensatory leave will no longer be an option (exception: in-unit PBA). Employees who work overtime hours shall be paid in accordance with section (7) of this regulation.
    - 5. Employees who have overtime compensatory leave balances as of November 18, 2016, should coordinate with their supervisors to use the hours prior to July 1, 2018. Any employees with an overtime compensatory leave balance at that time, will receive a payout to zero out the balance.

**Attachment B**

- (b) Prior to November 18, 2016, special compensatory leave was provided to non-exempt USPS employees as follows:
1. Special compensatory leave was provided to compensate an employee for a university designated holiday when: the employee observed the holiday and worked 40 hours the week during which the holiday occurred; the holiday fell on the employee's regularly scheduled day off; or the employee was required to work the holiday.
  2. Special compensatory leave was provided to compensate an employee for administrative leave for jury duty or court appearance provided in Section (16)(a) and (b) below when the employee worked 40 hours during the workweek in which the jury duty or court appearance occurred.
  3. Special compensatory leave was provided to employees required to perform essential duties during an emergency closing for the hours worked during the closing.
  4. There was no limit on the amount of Special Compensatory Leave an employee could accrue.
  5. Employees who have accrued special compensatory leave will be required to use such leave before using annual leave.
  6. The appropriate Vice President or Dean may elect to pay an employee for a part or all accrued special compensatory leave at any time. If the employee separates from employment or transfers to another department, the employee shall be paid for all unused special compensatory leave at the employee's regular rate of pay, by the sending department.
  7. Effective November 18, 2016, special compensatory leave accruals will no longer be an option (exception: in-unit PBA). Employees who work in a pay period that generates the earning of special compensatory hours, shall be paid for those hours when paid for that pay period.

**Attachment B**

8. Employees who have special compensatory leave balances should coordinate with their supervisors to use the hours prior to July 1, 2018. Any employees with a special compensatory leave balance at that time will receive a payout to zero the balance.
- (9) An employee shall be paid in proportion to their FTE status for all holidays designated for UCF employees, up to eight (8) hours per holiday.
- (10) Leave shall be accrued while in pay status and shall be credited on the last day of that pay period or, in the case of separation, on the last day the employee performed services.
- (11) During approved unpaid leave for parental, foster care, medical or military reasons, an employee may use accrued leave to continue the contributions to their benefits and other expenses. Under such circumstances, the employee must use a minimum of ten accrued leave hours per week until such leave is exhausted.
- (12) Unless agreed otherwise, an employee shall be employed in the same or similar status upon completion of the approved leave period. While on paid leave, an employee may not be employed elsewhere unless approved by the University in writing. The outside activity and dual compensation regulations may apply in such circumstances.
- (13) Compulsory leave provisions shall be consistent with the following.
  - (a) Medical certification by an approved health care provider may be required.
  - (b) Notice shall be provided to the employee identifying duration of the leave, the conditions for return to the position, and whether such leave shall count toward FMLA entitlements.
  - (c) The employee may be allowed to use accrued leave during compulsory leave to continue the contributions to their benefits and other expenses.
  - (d) Unless agreed otherwise, an employee shall be employed in the same or similar status upon completion of the approved leave period and upon receipt of medical certification.
  - (e) Employees who fail to meet the conditions of the compulsory leave or who fail to obtain medical certification and are unable to perform duties may be offered part-time employment, placed on unpaid leave or have such leave

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extended, requested to resign, or be dismissed for inability to perform the duties of the position.

(14) Employees are provided with 12 workweeks of Family and Medical Leave within a 12-month period in compliance with the Family and Medical Leave Act (FMLA) of 1993 (29 USC s. 2601, et seq.) and implementing regulations (29 CFR Part 825). The 12-month period is defined as the fiscal year (July 1-June 30). All employees are eligible (including OPS and Post Doctoral Associate employees) who have worked at least 12 months (these need not have been consecutive) and who have worked at least 1250 hours in the 12-months prior to the leave. Leave-accruing employees may use accrued leave when taking an FMLA leave.

(15) Employees shall be provided with up to six months unpaid parental leave (unless otherwise defined by collective bargaining agreement) when the employee becomes a biological or adoptive parent. Parental leave shall begin two weeks prior to the expected date of the child's arrival unless otherwise approved by the supervising physician or appropriate Dean or Director. The employee taking parental leave may use accrued leave, but accrued sick leave may only be used when the supervising physician restricts the employee from working.

(16) Employees are provided paid administrative leave as follows. Paid administrative leave shall not count as hours worked for purposes of calculating overtime. Administrative leave is not accrued.

(a) Administrative leave for jury duty shall not exceed the number of hours in the employee's normal workday. If jury duty does not require absence for the entire workday, the employee shall return to work immediately upon release from the court. If the jury duty does not coincide with the regular work schedule, the employee shall be granted administrative leave based on the total hours served on jury duty and such leave shall be granted on the next scheduled work shift. Any jury pay shall be retained by the employee.

(b) When job duties require court attendance, such as law enforcement officers under subpoena to appear in a proceeding because of their position with the University, this will be considered time worked. Administrative leave shall be provided to an employee summoned as a witness in a matter not

**Attachment B**

involving personal interests, but shall not be provided to an employee who is a defendant in a criminal matter, where criminal matter means either an alleged misdemeanor or felony; who has received a summons to appear in traffic court (except as a witness); who is a party to a civil case, either as plaintiff or defendant; or who has any personal or familial interest in the proceedings. ~~Administrative leave shall not be provided to an employee serving as an expert witness. Witness pay shall be retained by the employee.~~

- (c) Administrative leave for athletic competition in Olympic events shall be provided in accordance with Section 110.118, F.S.
- (d) Administrative leave up to two days shall be provided to a non-exempt employee upon the death of an immediate family member (grandparents, parents, children, grandchildren and siblings of the employee, employee's spouse.)
- (e) Administrative leave shall be provided for official emergency closing of University facilities per UCF Regulation 3.035. ~~Special Compensatory leave payment shall be provided to non exempt employees required to perform essential services during the emergency closing.~~ Only employees in active pay status and not on a scheduled leave of absence-scheduled to work during the time of the emergency closing shall be provided administrative leave pursuant to this provision.
- (f) The President or designee may provide administrative leave for Florida Disaster Volunteers in accordance with Section 110.120, F.S.
- ~~(g) The President or designee may grant up to two days of administrative leave for civil disorder or disaster for an employee who is a member of a volunteer emergency response team.~~
- (gh) The supervisor may provide administrative leave up to one hour ~~two hours~~ for voting in public elections when it is not possible for the employee to vote outside of their normal work schedule. If early voting procedures are in effect, employees are not eligible for this benefit. The employee must request this leave in advance.
- (hi) The President or designee may place a faculty member under investigation

## Attachment B

on leave up to the length of the investigation. For A&P and USPS employees, the Chief Human Resources Officer (CHRO) or designee may place an A&P or USPS employee under investigation on leave up to the length of the investigation.

- (j) The President or designee may place an employee on administrative leave between the notice of reduction in pay, suspension, or dismissal and the effective date of such action. For A&P and USPS employees, the ~~Chief Human Resources Officer~~ CHRO or designee may place an employee on administrative leave between the notice of reduction in pay, suspension, or dismissal and the effective date of such action.
- (jk) The President or designee may place an employee on administrative leave when the employee's presence in the workplace may result in damage to property, or injury to the employee or others. For A&P and USPS employees, the ~~Chief Human Resources Officer~~ CHRO or designee may place an employee on administrative leave when the employee's presence in the workplace may result in damage to property, or injury to the employee or others.
- (kl) The President or designee and/or ~~Chief Human Resources Officer~~ CHRO or designee may place an employee on administrative leave if deemed appropriate to unique or specific circumstances and/or in the best interest of the university.
- (l) An employee who has been rated by the United States Department of Veterans Affairs or its predecessor to have incurred a military-service-connected disability and has been scheduled by the United States Department of Veterans Affairs to be reexamined or treated for the disability shall be granted administrative leave for such reexamination or treatment without loss of pay or benefits. However, such paid leave may not exceed 48 hours per calendar year. Employees should request the administrative leave in advance from their supervisor and provide a copy of the official documentation for the timekeeping records. If an employee fails to do so and later requests administrative leave, departments are permitted

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to approve adjustments to dates within the current calendar year.

(17) Military leave and reemployment rights shall be provided to Faculty, A&P (including Executive Service) and USPS employees consistent with Federal and State laws. OPS employees, including Post Doctoral Associates, may request time off for military duty obligations. However OPS employees are not eligible for military pay supplements or extended leaves of absence.

(18) Workers' Compensation benefits for an injury compensable under the Florida Workers' Compensation Law shall be provided consistent with the following.

- (a) An employee shall remain in full pay status for a period up to a maximum of forty (40) hours without being required to use accrued leave. If, during that period, the employee receives Workers' Compensation benefits, then the employee shall reimburse the University the amount of the benefits. Such reimbursement shall not include payments for expenses related to medical, surgical, hospital, or nursing treatment or payments of disability losses.
- (b) An employee may elect to use accrued leave to supplement Workers' Compensation payments up to the employee's regular salary/rate of pay.
- (c) The period of paid or unpaid job-related disability leave shall be in accordance with Chapter 440, F.S.
- (d) An employee who was injured in the workplace may be returned to alternate duty consistent with established University policies or procedures.
- (e) If at the end of the leave period, an employee is unable to return from leave to work full-time and perform the duties of the position, the ~~Chief Human Resources Officer~~ CHRO or designee may offer the employee a part-time appointment, place the employee on unpaid leave, extend the leave status, request the employee's resignation, or terminate the employee from employment.

(19) In accordance with Fla. Stat. §121.35(3), all new Faculty and A&P employees are automatically enrolled in the Optional Retirement Program (ORP) unless such employee elects membership in the Florida Retirement System. Such election shall be made in writing and submitted to UCF Human Resources. Any employee who is eligible to

**Attachment B**

participate in the Optional Retirement Program and who fails to execute a contract with one of the approved companies and submit a copy of said contract accompanied by a completed ORP-16 SUSORP Retirement Plan Choice Form within 90 days after the date of eligibility shall be deemed to have elected membership in the Florida Retirement System, except as provided in s. 121.051(1)(a), which states that a faculty member in the College of Medicine may not participate in the Florida Retirement System. Faculty members in the College of Medicine shall participate in the Optional Retirement Program. (20) Adjunct faculty, OPS non-student employees, Post Doctoral Associates, Medical Residents, and Medical Fellows are automatically enrolled in the 401(a) FICA Alternative Plan as a mandatory condition of employment. This is a mandatory retirement system and such employees do not contribute to or receive credits in the Social Security system.

*Authority: BOG Regulation 1.001. History–New 5-16-12. Amended 2-8-16, 12-19-16, \_\_\_\_\_-17.*

**ITEM:**        **CLC-2**

**University of Central Florida  
BOARD OF TRUSTEES  
Compensation and Labor Committee**

**SUBJECT:**    **Performance Unit Plan Incentive Measures and Goals**

**DATE:**        **July 20, 2017**

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the 2018-20 performance incentive measures and goals for the president and senior officials.

**BACKGROUND INFORMATION**

The Performance Unit Plan, approved by the board on May 24, 2007, requires annual board approval of the Performance Incentive Measures and Goals. Following a review of the Plan, proposed incentives are aligned with the university Collective Impact – Strategic Plan.

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**Supporting documentation:**

Attachment A: Performance Unit Plan Review – Executive Summary

**Prepared by:**    Maureen Binder, Associate Vice President and Chief Human  
Resources Officer

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

**Attachment A**

# **Performance Unit Plan Review – Executive Summary**

Board of Trustees

July 20, 2017



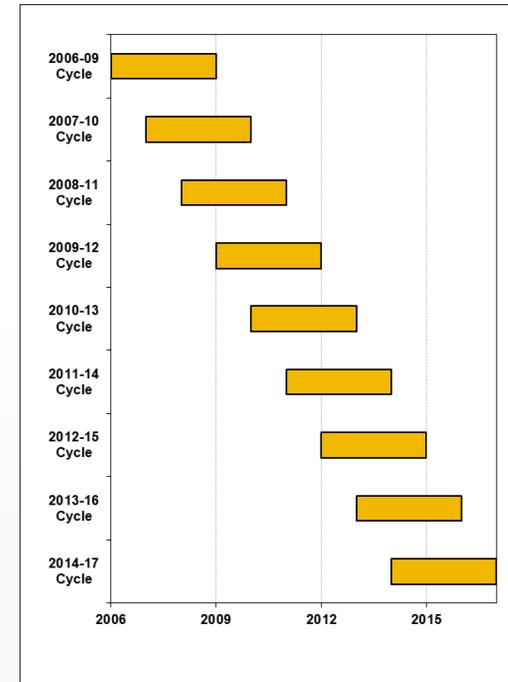
**UNIVERSITY OF  
CENTRAL FLORIDA**

*This document is confidential and is intended solely for the use  
and information of the client to whom it is addressed.*

Attachment A

## Plan Description

- The UCF Performance Unit Plan (“PUP”) was initially adopted effective July 1, 2006.
- The overlapping performance cycles consist of three-year periods that follow UCF’s fiscal year. This design rewards sustained high performance.
- The value of each unit granted is determined at the end of the performance cycle and is equal to \$100 times the performance percentage earned.
- The Board of Trustees annually approves:
  - the performance measures and goals applicable to the new performance cycle,
  - the number of units awarded to each participant, and
  - the payment earned for the concluding cycle.



Attachment A

## Competitive Analysis

- A market range of pay was computed for officer positions based on a weighting of CUPA-HR\* data that reflects UCF’s size and aspirational peers.
- The graph above right shows the relative competitive position of each position’s salary versus this reference. On average, salaries are equal to 61<sup>st</sup> percentile.
  - The Plan was not implemented as an “add-on.” PUP participants do not earn merit increases. This amounts to forgone increases of 7.7% since the Plan inception.
- The second graph shows a similar analysis based on salary plus 2013-16 PUP payment (including any cash payments for new hires.) On average, UCF pay is now 70<sup>th</sup> percentile.



\* Data trended to effective date of UCF data - 4/1/2017

**Attachment A**

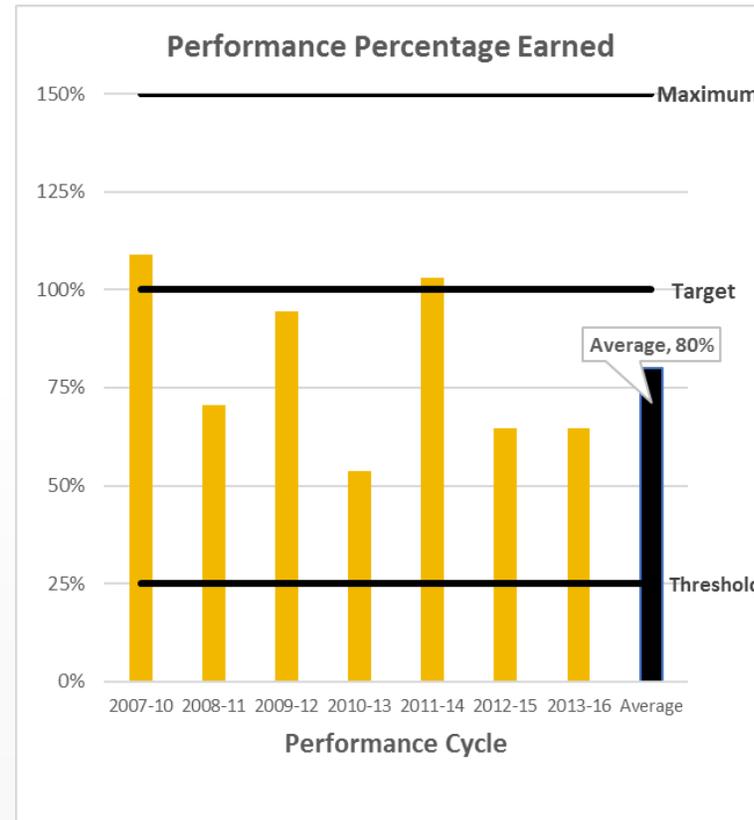
## Performance Measures Linked to Strategy

Strategy	Performance Measure
Scale x	Total External Funding earned during performance period <i>(Excludes student tuition, fees, financial aid, and state allocation)</i>
Excellence =	Total number of Preeminence Metrics achieved during performance period <i>(Based on SUS measures in effect at the beginning of the performance cycle.)</i>
Impact	Total number of Degrees Awarded during performance period <i>(Excludes certificates and honorary degrees)</i>

Attachment A

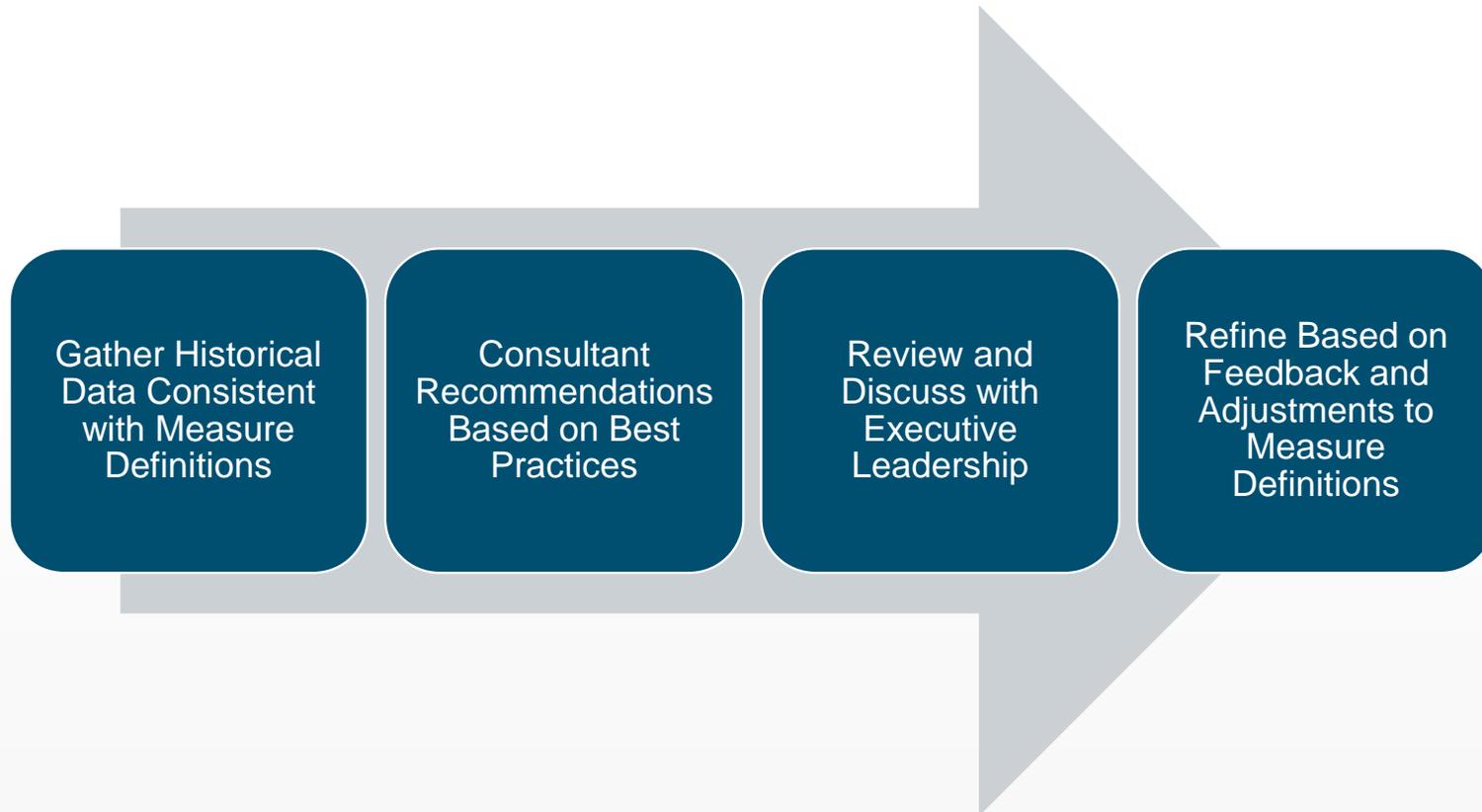
## Goal Setting Best Practices

- The adjacent graph shows the historical performance versus goals for the seven completed cycles.
- As a general rule of thumb, the degree of difficulty, or “stretch” embedded in performance goals should have:
  - An 85% to 90% chance of achieving Threshold performance
  - A 60% to 70% chance of achieving Target performance
  - A 10% to 15% chance of achieving Maximum performance
- It is our opinion that the key issue with the PUP is realistic goal setting.



Attachment A

## Goal Setting Process



Attachment A

## Recommended 2018-20 Performance Incentive Matrix.

Objective / Performance Measure	Weight	Performance Goals / Percent Earned			Actual Performance	% Earned	Weighted % Earned
		Minimum	Target	Maximum			
		25%	100%	150%			
<b>Scale x</b> Total <u>External Funding</u> earned during performance period (Excludes student tuition, fees, financial aid, and state allocation. Gifts measured on Attainment Reporting.) <i>Shown in millions of \$'s</i>	33%	1,260	1,310	1,350	1,310	100.0%	33.33%
<b>Excellence =</b> Total number of <u>Preeminence</u> Metrics achieved during performance period (Based on SUS measures)	33%	21	24	28	24	100.0%	33.33%
<b>Impact</b> Total number of <u>Degrees Awarded</u> during performance period (Excludes certificates and honorary degrees)	33%	48,000	50,000	51,500	50,000	100.0%	33.33%
<b>Total</b>	<b>100%</b>						<b>99.99%</b>

**Attachment A**

# Exhibits

Attachment A

## Degrees Awarded

- The table below shows historical and forecast degrees awarded.
- For the period just ending, the three-year total is 47,249. The projected total for 2017-20 is 50,895 – an increase of 3,646 degrees. This is above the 2,942 average growth over the prior three-year cycle.
- Recommended Goals:
  - Target goal of 50,000 – a little above the average growth.
  - Threshold goal of 48,000 – about half the average growth.
  - Maximum goal of 51,500 – about 1% over the projection.

<u>Degrees Awarded</u>	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	16-17 est	2017-18	2018-19	2019-20	Average
Bachelors	10,836	11,691	12,525	12,592	12,811	13,003	13,380	13,740	14,120	14,510	12,921
Masters and Specialist	2,253	2,413	2,307	2,562	2,250	2,242	2,245	2,285	2,350	2,465	2,337
Doctoral	<u>285</u>	<u>266</u>	<u>280</u>	<u>356</u>	<u>423</u>	<u>440</u>	<u>455</u>	<u>465</u>	<u>475</u>	<u>485</u>	<u>393</u>
Total	13,374	14,370	15,112	15,510	15,484	15,685	16,080	16,490	16,945	17,460	15,651
Growth		7.4%	5.2%	2.6%	-0.2%	1.3%	2.5%	2.5%	2.8%	3.0%	3.0%
Three-Yr Total			42,856	44,992	46,106	46,679	47,249	48,255	49,515	50,895	47,068
Increase over three year prior						3,823	2,257	2,149	2,836	3,646	2,942
% Increase over three year prior						8.9%	5.0%	4.7%	6.1%	7.7%	6.5%

**Attachment A**

## External Funding Definition

- Excludes student tuition and fees as well as money received from state
- Remainder is shown in Table 1E of Annual Accountability Report plus Gifts (i.e., UCF Foundation) and excluding Financial Aid.
- Gifts are measured based on “Attainment Reporting” – i.e., amounts received plus pledges & bequests (discounted).
  - Include cash receipts on gifts and bequests pledged prior to 7/1/2017
  - Non-cash gifts must meet two criteria:
    - A. There must be a readily determinable market value
    - B1. Must be used in the education of students, research, or
    - B2. Must be a discount on an item or service that UCF would have otherwise purchased.
  - Decisions on the amount of any non-cash gift to count will be made by Committee of UCF Foundation Board members

Attachment A

## External Funding

- The table below shows historical external funding (\$000's), consistent with the proposed definition. UCF Administration and Finance does not yet have budget projections available.
- For the period just ending, the three-year total is \$1.25 billion. We noted that the external funding was relatively constant per degree awarded – about \$23,000 to \$27,000 per in recent years. Assuming 1% annual growth in the three-year average (\$25,900) we get a benchmark average of \$26,200 per degree granted.
- Applying this average to the degree goals previously recommended we recommend the following goals for external funding:
  - Target goal of \$1.31 billion – a 4.7% increase.
  - Threshold goal of \$1.26 billion – a 0.7% increase.
  - Maximum goal of \$1.35 billion – a 7.9% increase.

	2011-12	2012-13	2013-14	2014-15	2015-16	16-17 est
Auxiliary Enterprises	\$136,915	\$150,750	\$152,225	\$162,693	\$172,241	\$177,500
Contracts and Grants	\$108,717	\$114,168	\$120,683	\$119,582	\$114,038	\$121,500
Local Funds	\$64,451	\$63,945	\$68,615	\$75,403	\$77,719	\$72,090
Faculty Practice Plans	\$574	\$1,414	\$1,629	\$2,326	\$3,110	\$3,900
Gifts (Attainment)	<u>\$20,865</u>	<u>\$55,374</u>	<u>\$36,604</u>	<u>\$49,975</u>	<u>\$56,722</u>	<u>\$41,943</u>
Total	\$331,522	\$385,651	\$379,756	\$409,979	\$423,830	\$416,933
Three-Yr Total			\$1,096,929	\$1,175,386	\$1,213,565	\$1,250,742
Increase over three year prior						153,813
% Increase over three year prior						14.0%
External Revenue per Degree Awarded	\$23,100	\$25,500	\$24,500	\$26,500	\$27,000	\$25,900

Attachment A

# Preeminence Trends

	Measure	2017 Data Cycle	Benchmark	UCF 2013	UCF 2014	UCF 2015	UCF 2016	UCF 2017	UCF 2018	UCF 2019	UCF 2020	UCF 2021
A	Average GPA and SAT Score (for incoming freshman in Fall semester)	Fall 2016	>= 4.0 GPA/ 1200 SAT	3.9 1244	3.9 1248	3.9 1257	4.0 1261	4.02 1262	4.0 1265	4.1 1267	4.1 1270	4.1 1272
B	Public University Ranking (in more than one national ranking)	various	Top 50 in 2 or more publications	-	1	1	1	2	2	3	3	4
C	Freshman Retention Rate (Full-time FTIC)	2015-16	>= 90%	88%	87%	88%	89%	89%	90%	91%	92%	92%
D	6-year Graduation Rate (Full-time FTIC)	2010-16	>= 70%	65%	67%	70%	70%	69%	72%	73%	74%	74%
E	National Academy Memberships	2016	>= 6	-	1	1	1	6	7	7	8	8
F	Total Annual Research Expenditures (Science & Engineering only)	2015-16	>= \$200M	\$97	\$109	\$143	\$170	\$188	\$194	\$199	\$210	\$218
G	Total Annual Research Expenditures in Diversified Non-Medical Sciences (Science & Engineering only)	2015-16	>= \$150M	\$95	\$105	\$132	\$168	\$180	\$186	\$191	\$196	\$201
H	National Ranking in Research Expenditures (in at least 5 S&E disciplines as reported by NSF (includes public and private institutions))	2014-15	5 in Top 100	4	3	3	7	7	7	7	7	7
I	Patents Awarded (over 3 year period)	2014-16	>= 100	221	205	198	177	184	192	202	218	230
J	Doctoral Degrees Awarded Annually (including professional degrees)	2015-16	>= 400	266	280	356	423	440	455	465	475	485
K	Number of Post-Doctoral Appointees	Fall 2013	>= 200	74	58	65	55	52	64	68	72	95
L	Endowment Size	2015-16	>= \$500	\$122.6	\$138.6	\$154.6	\$150.7	\$146.4	\$153	\$161	\$169	\$175
			Metrics Met:	1	1	2	6	7	9	9	10	10

Source: UCF Institutional Knowledge Management

Attachment A

## Preeminence Recommendation

- It should be noted that only 10 of the 12 Preeminence metrics can likely be achieved by UCF within the foreseeable future.
- For reporting period 2018-20, trend shows a total of 28 Preeminence metrics achieved over the three-year performance period – an average of about nine per year. This will likely entail an excellent level of performance - i.e., achievable 10-15% of the time.
- Trend also shows that a metric once achieved can be lost in the next cycle. For the most recent report (i.e., 2017) UCF attained seven metrics. There is about a 10-15% chance that UCF would not achieve this level of performance – i.e., 21 total metrics over the period.
- Recommended goals for total number of preeminence metrics achieved over the period:
  - Maximum goal of a total of 28 Preeminence metrics achieved.
  - Threshold goal of a total of 21 Preeminence metrics achieved.
  - Target goal of a total of 24 Preeminence metrics achieved – i.e., about the midpoint of Threshold & Maximum.
    - Goals for period could be attained by achieving seven preeminence metrics in 2018 report, eight in the 2019 report and nine in the 2020 report.
    - UCF should have a 60% to 70% chance of achieving at least Target performance for the period.

**ITEM: INFO-1**

**University of Central Florida  
BOARD OF TRUSTEES  
Compensation and Labor Committee**

**SUBJECT: Report on Additional Compensation**

**DATE: July 20, 2017**

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**PROPOSED COMMITTEE ACTION**

A report on university payment of Additional Compensation for Employees, including Faculty Overload, is presented for information only.

**BACKGROUND INFORMATION**

At the May 18, 2017, meeting of the Compensation and Labor Committee, committee members requested a report on the university's payment of Additional Compensation for Employees as provided for by University Regulation UCF-3.0032. This report includes a review of Faculty Overload.

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**Prepared by:** Maureen Binder, Associate Vice President and  
Chief Human Resource Officer

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

## Attachment A

### Interview Questions for the 2017 Presidential Review Process

#### I. Administrative Leadership

This relates to the president's leadership of

- Provost and Executive Vice President Dale Whittaker, who oversees Vice President for Research and Dean of the College of Graduate Studies Liz Klonoff, Vice President for Student Development and Enrollment Services Maribeth Ehasz, Vice President for Information Technologies Joel Hartman, along with the deans
- the other vice presidents: Scott Cole, Helen Donegan, Deborah German, Grant Heston, Dan Holsenbeck, Bill Merck, Mike Morsberger, Rick Schell, and Danny White
- equity accountability plan and affirmative action plan

**Would you like to make any comments relating to the president's administrative leadership?**

#### II. Budget and Finance

Such matters primarily relate to the

- University Budget Committee, co-chaired by the provost and executive vice president, the vice president and chief financial officer, and the associate vice president for finance
- provost and executive vice president, who is responsible for academic expenditures
- vice president for administration and finance and chief financial officer, who is responsible for administrative and general areas
- vice president for medical affairs, who is responsible for the College of Medicine and UCF Pegasus Health expenditures
- vice president for Student Development and Enrollment Services, who is responsible for housing and student affairs
- vice president for alumni relations and development and CEO of the UCF Foundation, who is responsible for all expenditures relating to the UCF Foundation
- vice president and chief of staff, who is responsible for the budgets of the units of the president's division
- vice president and director of athletics, who is responsible for all expenditures related to intercollegiate athletics

**Would you like to make any comments relating to the president's direction and oversight of budgetary and financial affairs?**

## Attachment A

### III. External Relations

This includes

- the vice president for university relations for federal, state, and local lobbying efforts
- vice president for community relations for community outreach
- vice president for administration and finance and chief financial officer
- the vice president for alumni relations and development and CEO of the UCF Foundation
- the vice president for communications and marketing
- the vice president and chief of staff for the president's division
- vice president and director of athletics

This assessment should also include

- the president's relationship and effectiveness with the Board of Governors and its staff
- the effectiveness of the president's response to the state's performance funding initiative and the state's emerging preeminence initiative
- the president's influence on economic and community development

**Would you like to make any comments relating to the president's direction and oversight of external relations?**

### IV. Academic Leadership

Such matters primarily relate to

- the provost and executive vice president
- deans for academic programs
- the vice president for research

**Would you like to make any comments relating to the president's direction and oversight of academic affairs?**

## Attachment A

### V. Medical Affairs

Such matters primarily relate to the vice president for medical affairs.

**Would you like to make any comments relating to the president's direction and oversight of medical affairs?**

### VI. Fund-raising

Such matters primarily relate to

- the vice president for alumni relations and development and CEO of the UCF Foundation
- the vice president and director of athletics

**Would you like to make any comments relating to the president's direction and oversight of fund-raising?**

### VII. Relationship with the Board of Trustees

Relationship with the board of trustees refers to the quality of relations between the president and the board.

**Would you like to make any comments relating to the president's relationship with the Board of Trustees?**

### VIII. Vision

Vision relates to the president's vision for UCF, along with its role in the community, state, and nation.

**Would you like to make any comments relating to the president's vision for the university?**

### IX. Personal Characteristics

Relates to the president's expression of the following personal characteristics:

- Integrity
- Ethics
- Collaboration
- Professionalism
- Valuing diversity

**Would you like to make any comments relating to the president's personal characteristics that impact his effectiveness?**

**Attachment A**

**X. Other Comments**

**Would you like to make any additional comments that have not already been covered in any of the areas above regarding the president's stewardship of UCF?**

**XI. Closing**

**Considering the president's overall performance over the past year, please indicate an overall assessment in one of the following categories: unsatisfactory, conditional, satisfactory, above satisfactory, or outstanding.**