



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Compensation and Labor Committee Meeting  
October 26, 2017  
10:15 – 11:30 a.m.  
FAIRWINDS Alumni 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**

- [September 5, 2017, meeting minutes](#)

Chair Sprouls

**III. NEW BUSINESS**

- The 2014-17 Performance Unit Plan Goal Accomplishments ([CLC-1](#))
- The Performance Unit Plan Payments for the 2014-17 Cycle ([CLC-2](#))
- The 2017-20 Performance Unit Plan Awards ([CLC-3](#))
- The Annual Report, July 1, 2016-June 30, 2017 ([CLC-4](#))

Chair Sprouls  
Maureen Binder  
*Associate Vice President and  
Chief Human Resources Officer*

Chair Sprouls  
Maureen Binder

Chair Sprouls  
Maureen Binder

Chair Sprouls  
Maureen Binder

- Report on the Assessment of the President's Performance and Recommendation for Compensation (CLC-5) Chair Sprouls  
Maureen Binder
- Amendment to University Regulations UCF-3.001 Non-Discrimination: Affirmative Action Programs, UCF-3.0134 Grievances Alleging Discrimination, and UCF-5.020 Religious Observances (CLC-6) Scott Cole  
*Vice President and General Counsel*  
Youndy Cook  
*Deputy General Counsel*
- Revision to University Regulation UCF-3.0122 Resignation and Nonrenewal of Non-unit Faculty and Administrative and Professional Staff Members (CLC-7) Scott Cole  
Youndy Cook
- Article 5, AFSCME Activities; Article 7, Wages; and Article 13, Change in Assignment; of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County and Municipal Employees (CLC-8) Chair Sprouls  
Maureen Binder

#### IV. CLOSING COMMENTS

Chair Sprouls



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees  
Compensation and Labor Committee  
September 5, 2017 Teleconference Meeting**

**MINUTES**

**CALL TO ORDER**

Vice-Chair David Walsh called the meeting to order at 8:34 a.m. The following committee members attended the meeting by teleconference: Chairman Marcos Marchena, Chair John Sprouls, Vice Chair David Walsh, Clarence Brown, and John Lord. Trustee Beverly Seay also attended.

**MEETING MINUTES**

The minutes of the May 18, 2017, meeting were approved as submitted.

**NEW BUSINESS**

Article 3: Management Rights; Article 13: Work Day, Work Period, and Overtime; Article 20: Probationary Periods and Promotions; Article 28: No Smoking Policy; and Article 29: Wages of the Collective Bargaining Agreement with the Central Florida Police Benevolent Association (CLC-1) Chair Sprouls introduced Maureen Binder, Associate Vice President and Chief Human Resources Officer, who presented the reopened articles of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the Central Florida Police Benevolent Association. President John Hitt commended UCF Police Chief Richard Beary, the Police Department, and the police officers on their excellent accomplishments and performance of duties. After discussion, the committee members unanimously recommended the approval of the reopened articles.

**CLOSING COMMENTS**

Chair Sprouls adjourned the meeting at 8:43 a.m.

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

Maureen Binder  
Associate Vice President and  
Chief Human Resources Officer

\_\_\_\_\_  
Date

**ITEM:**        **CLC-1**

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

**SUBJECT:**    The 2014-17 Performance Unit Plan Goal Accomplishments

**DATE:**        October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Review and approve the 2014-17 Performance Unit Plan goal accomplishments documented by the University Audit Office.

**BACKGROUND INFORMATION**

On May 24, 2007, the University of Central Florida Board of Trustees approved the Performance Unit Plan. The plan requires that the university performance during the performance period be reviewed and certified as accurate by the University Audit office.

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**Supporting documentation:**

Attachment A: 2014-17 Performance Incentive Matrix

Attachment B: Review Process Used to Certify the 2016-17 Data for the 2014-2017  
Performance Measures

**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**  
**2014-17 Performance Incentive Matrix      Year 3**

		Performance Goals			Actual Performance			
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3	Final Data
Quality of Education								
Average six-year graduation rates for FTIC students in the 2008, 2009, and 2010 cohorts.	22%	68.5%	69.0%	69.5%	69.7% 2008 cohort	70.6% 2009 cohort	69.0% 2010 cohort	69.8% average over 2008, 2009, 2010 cohorts
Average of the one-year retention rates for FTIC students in the 2013, 2014, and 2015 cohorts.	12%	88.5%	89.0%	89.5%	87.5% 2013 cohort	89.1% 2014 cohort	88.8% 2015 cohort	88.5% average over 2013, 2014, 2015 cohorts
Average four-year graduation rates for summer and fall full-time AA transfer students in the 2010, 2011, and 2012 cohorts.	22%	75.5%	76.0%	76.5%	72.4% 2010 cohort	72.0% 2011 cohort	72.3% 2012 cohort	72.2% average over 2010, 2011, 2012 cohorts
External Support								
Average extramural contracts and grants raised per tenured and tenure-track faculty member FTE for 2014-15, 2015-16, and 2016-17.	17%	\$131,585 per FTE	\$132,902 per FTE	\$139,547 per FTE	\$152,868 per FTE (853.0 FTE)  \$130,396,597 total funding FY 2014-15	\$151,463 per FTE (932.0 FTE)  \$141,163,364 total funding 2015-16	\$128,469 per FTE (1002.7 FTE)  \$128,812,303 total funding 2016-17	\$144,267 average per FTE (929.2 average FTE)  \$133,457,421 average over 2014-17
Total philanthropy to the UCFF and UCF Athletics Program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2014 to June 30, 2017.	17%	\$200,000,000	\$210,000,000	\$220,000,000	\$51,437,096** FY 2014-15  **unaudited	\$55,640,073** 2015-16  **unaudited	\$63,067,571** 2016-17  **unaudited	\$170,144,740** total over 2014-17  **unaudited

**Green highlight** = final results based on 2014-15, 2015-16, and 2016-17 data

10/11/17

**Attachment A**  
**2014-17 Performance Incentive Matrix      Year 3**

		Performance Goals			Actual Performance			
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3	Final Data
BOG Performance Funding Benchmarks								
Average of final performance funding rankings from 2015, 2016, and 2017	10%	Top 5	Top 4	Top 3	Top 3 Alone * 2015	Top 1 Tied 2016	Top 5 Alone 2017	Top 3 average over 2015, 2016, and 2017

\* The Board of Governors originally reported UCF and FIU tied for 3<sup>rd</sup> place; however, it later determined that FIU had made errors in calculating academic progress rates, leaving UCF alone in 3<sup>rd</sup> place.

**Green highlight** = final results based on 2014-15, 2015-16, and 2016-17 data

10/11/17

**Attachment A**  
**2015-18 Performance Incentive Matrix      Year 2**

		Performance Goals			Actual Performance		
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3
Quality of Education							
Average six-year graduation rates for FTIC students in 2009, 2010, and 2011 cohorts.	22%	69.7%	70.2%	70.7%	70.6% 2009 cohort	69.0% 2010 cohort	
Average of the one-year retention rates for FTIC students in the 2014, 2015, and 2016 cohorts.	12%	88.5%	89.0%	89.5%	89.1% 2014 cohort	88.8% 2015 cohort	
Average four-year graduation rates for summer and fall full-time AA transfer students in the 2011, 2012, and 2013 cohorts.	22%	73.2%	73.7%	74.2%	72.0% 2011 cohort	72.3% 2012 cohort	
External Support							
Average of the dollars raised per tenured and tenure-track faculty member FTE for 2015-16, 2016-17, and 2017-18.	17%	\$135,000	\$140,000	\$145,000	\$151,463 932.0 FTE 2015-16	\$128,469 1002.7 FTE 2016-17	
Total philanthropy to the UCFF and UCF athletics program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2015, to June 30, 2018.	17%	\$150,000,000	\$165,000,000	\$180,000,000	\$55,640,073** 2015-16  **unaudited	\$63,067,571** 2016-17  **unaudited	
BOG Performance Funding Benchmarks							
Maintain UCF’s performance and standing as a top tier SUS institution. Average of final performance funding rankings from 2016, 2017, and 2018.	10%	Top 4 Alone	Top 3 Tied	Top 3 Alone	Top 1 Tied 2016	Top 5 Alone 2017	

**Green highlight** = projected final results based on 2015-16 and 2016-17 data

10/11/17

**Attachment A**  
**2016-19 Performance Incentive Matrix      Year 1**

		Performance Goals			Actual Performance		
Performance Measure	Weight	Minimum	Target	Maximum	Year 1	Year 2	Year 3
Quality of Education							
Average six-year graduation rates for FTIC students in 2010, 2011, and 2012 cohorts.	22%	69.7%	70.2%	70.7%	69.0% 2010 cohort		
Average of the one-year retention rates for FTIC students in the 2015, 2016, and 2017 cohorts.	12%	89.1%	89.6%	90.1%	88.8% 2015 cohort		
Average of the degrees awarded to FCS AA transfer students in 2016-17, 2017-18, and 2018-19.	22%	6,853	6,922	6,991	6,871 2016-17  * unaudited		
External Support							
Average extramural funding raised per tenured and tenure-track faculty member FTE for 2016-17, 2017-18, and 2018-19.	17%	\$145,000	\$152,000	\$160,000	\$128,469 1002.7 FTE 2016-17		
Total philanthropy to the UCFF and UCF athletics program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2016, to June 30, 2019.	17%	\$130,000,000	\$150,000,000	\$170,000,000	\$63,067,571* 2016-17  * unaudited		
BOG Performance Funding Benchmarks							
Maintain UCF’s performance and standing as a top tier SUS institution. Average of final performance funding rankings from 2017, 2018, and 2019.	10%	Top 3 Alone	Top 2 Tied	Top 2 Alone	Top 5 Alone 2017		

**Green highlight** = projected final results based on 2016-17 data

10/11/17

**Attachment B**  
**University Audit**  
**Review Process Used to Certify 2016-17 Data**  
**for the 2014-17 Performance Measures**

University Audit confirmed the 2016-17 data reported by Institutional Knowledge Management, the Office of Research and Commercialization, and the UCF Foundation.

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**Performance measure: Strengthen UCF's reputation and effectiveness by improving six-year graduation rates for FTIC students. Average six-year graduation rates for FTIC students in the 2008, 2009, and 2010 cohorts.**

Definition:

- FTIC = first-time-in-college students, early admit students, or students admitted with fewer than 12 college credit hours earned after high school graduation (excludes dual enrollment credit).
- Six-year graduation rate = percentage of Summer or Fall 2010 FTIC students who enrolled full-time in Fall 2010 and graduated from UCF prior to or during Summer 2016.

Process:

- Obtained a graduation report of the full-time Summer or Fall 2010 FTIC cohort from Institutional Knowledge Management.
- Sorted the Institutional Knowledge Management data by semester of graduation and verified the number of students graduating within six years.
- Wrote a PeopleSoft query to obtain a list of students in the Summer or Fall 2010 FTIC cohort.
- Compared PeopleSoft data to Institutional Knowledge Management data to confirm the accuracy and completeness of the cohort.
- Selected a sample of students from the six-year and non-graduating groups and determined the accuracy of graduation data by comparing the degree awarded in PeopleSoft to the degree certification from the respective college.
- Calculated the unweighted average graduation rate for students in the 2008, 2009, and 2010 cohorts.

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**Performance measure: Strengthen UCF's reputation and effectiveness by improving one-year retention rates for FTIC students. Average one-year retention rates for FTIC students in the 2013, 2014, and 2015 cohorts.**

Definition:

- Retention rate = percentage of Summer or Fall 2015 FTIC students who enrolled full-time in Fall 2015 and were still enrolled in Fall 2016, either part-time or full-

**Attachment B**  
**University Audit**  
**Review Process Used to Certify 2016-17 Data**  
**for the 2014-17 Performance Measures**

time. Does not include early admits or students who transferred more than 12 credit hours earned after high school.

Process:

- Obtained the data set for the Summer and Fall 2015 full-time FTIC cohort from Institutional Knowledge Management. Filtered the data to determine the number and percentage of students who were still enrolled in Fall 2016.
- Wrote a PeopleSoft query to obtain a list of students in the Summer and Fall 2015 full-time FTIC cohort. Added the number of credit hours for students in Fall 2015 and 2016. Filtered the data to determine the number and percentage of FTIC students who enrolled full-time in Fall 2015 and were still enrolled in Fall 2016.
- Compared PeopleSoft data to Institutional Knowledge Management's data to confirm the accuracy and completeness of the cohort.
- Calculated the unweighted average retention rate for FTIC students in the 2013, 2014, and 2015 cohorts.

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**Performance measure: Strengthen UCF's reputation and effectiveness by improving four-year graduation rates for summer and fall full-time AA transfer students. Average four-year graduation rates for summer and fall full-time AA transfer students in the 2010, 2011, and 2012 cohorts.**

Definition:

- Four-year graduation rate = percentage of AA transfer students who first enrolled in Summer or Fall 2012, enrolled full-time in Fall 2012, and graduated prior to or during Summer 2016.
- AA transfer student = student who transferred directly to UCF from a Florida System College or Community College with an Associate of Arts degree.

Process:

- Obtained a graduation report of the Summer and Fall 2012 full-time AA transfer cohort from Institutional Knowledge Management.
- Sorted the Institutional Knowledge Management data by semester of graduation and verified the number of students graduating within six years.
- Wrote a PeopleSoft query to obtain a list of students in the Summer and Fall 2012 full-time AA transfer cohort and their graduation data.
- Compared PeopleSoft data to Institutional Knowledge Management data to confirm the accuracy and completeness of the cohort.
- Selected a sample of students from the four-year and non-graduating groups and determined the accuracy of graduation data by comparing the degree awarded in PeopleSoft to the degree certification from the respective college.

**Attachment B**  
**University Audit**  
**Review Process Used to Certify 2016-17 Data**  
**for the 2014-17 Performance Measures**

- Calculated the unweighted average of the three graduation rates for students in the 2010, 2011, and 2012 cohorts.

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**Performance measure: Strengthen UCF's reputation and effectiveness by securing extramural grants and contracts. Average of the dollars raised per tenured and tenure-track faculty member FTE for 2014-15, 2015-16, and 2016-17.**

**Definition:**

- Extramural grants and contracts = contract and grant funding secured from external sources.
- Tenured and tenure-track faculty = active, full-time and part-time, tenured and tenure-track faculty as of December 2016; includes all faculty classifications.

**Process:**

- Obtained a report from the Office of Research and Commercialization's database of 2016-17 extramural funding.
- Tested a sample of 60 grants, including all grants with \$900,000 or more in funding for 2016-17 and a judgmental selection of grants with less than \$900,000 in funding.
- For selected grants, determined whether the reported funding was supported by award documents from the granting agency and was awarded during 2016-17.
- Based on our testing, decreased reported funding by \$8,044,616 for reported funding not supported by award documents or not awarded during 2016-17.
- Retroactively decreased reported funding for 2015-16 by \$107,162 for amounts recorded in the wrong fiscal year.
- Obtained a list of tenured and tenure-track faculty FTE as of December 2016 from Institutional Knowledge Management.
- Ran a PeopleSoft query to obtain a list of tenured and tenure track faculty as of December 2016 and verified that it agreed with the list from Institutional Knowledge Management.
- Calculated the average extramural grant funding per tenured and tenure-track faculty FTE for 2016-17.
- Calculated the unweighted average extramural grant funding per tenured and tenure-track faculty FTE for 2014-15, 2015-16, and 2016-17.

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**Performance measure: Total philanthropy to the UCF Foundation and UCF athletics program without Courtelis or state matching funds, but including planned gifts, gifts-in-kind, and pledges for the period of July 1, 2014, to June 30, 2017.**

**Attachment B**  
**University Audit**  
**Review Process Used to Certify 2016-17 Data**  
**for the 2014-17 Performance Measures**

Definition:

- Philanthropy = contributions received by the UCF Foundation or the UCF athletics program, net of any ticket price included in the contribution; tangible in-kind gifts are included to the extent they can be reasonably valued based upon appraisal or similar documentation; pledges and planned gifts are included if they are documented by a signed letter of intent, will, or trust instrument.

Process:

- As of the date of our report, the UCF Foundation had not provided requested 2016-17 philanthropy results, so no work for this metric could be performed by University Audit.
- Used the IGNITE campaign results as of June 30, 2017, as reported by the Foundation at the July 2017 UCF Board of Trustees meeting, to arrive at total attainment results for the three year cycle.
- Did not perform any testing on the data the Foundation previously provided for 2014-15 and 2015-16 because reported results were far below the minimum fundraising goal.
- Estimated total UCF Foundation fundraising during July 1, 2014, through June 30, 2017 to be \$170,144,740 (unaudited).

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**Performance measure: Maintain UCF's performance and standing as a top tier SUS institution. Average of final performance funding rankings from 2015, 2016, and 2017.**

Definition:

Performance funding ranking = ranking of SUS institutions by the Florida Board of Governors.

Process:

- Obtained the 2015-16 Final Metric Score Sheet for the 2017 Performance-Based Funding Model.
- Noted UCF ranked 5<sup>th</sup> among the SUS institutions.

**ITEM:** **CLC-2**

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

**SUBJECT:** Performance Unit Plan Payments for the 2014-17 Cycle

**DATE:** October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the Performance Unit Plan payments earned by participants for the 2014-17 cycle for accomplishment of the three-year performance measures set by the Board of Trustees on November 15, 2012.

**BACKGROUND INFORMATION**

On May 24, 2007, the University of Central Florida Board of Trustees approved the Performance Unit Plan. The plan provided for payments to participants for the 2014-17 performance measures no later than December 31, 2017.

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**Supporting documentation:**

Attachment A: 2014-17 Performance Unit Plan Payments

**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

## 2014-17 Performance Unit Plan Payments

Name	Position	Target Units 2014-17	Dec 2017 Payments Due <sup>[1]</sup>
Whittaker, Dale	Provost and Executive Vice President, Academic Affairs	530	\$ 32,595
German, Deborah	VP and Dean, Medical Affairs	740	\$ 45,510
Soileau, MJ <sup>[2]</sup>	VP, Research and Commercialization	410	\$ 17,708
Merck, William	VP, Administration and Finance	410	\$ 25,215
Holmes, Robert <sup>[3]</sup>	former VP, Development and Alumni Relations	360	\$ 6,773
Cole, Scott	VP and General Counsel	380	\$ 23,370
Heston, Grant	VP, Communications and Marketing	300	\$ 18,450
Holsenbeck, Daniel	Senior VP, University Relations	310	\$ 19,065
Ehasz, Maribeth	VP, Student Development and Enrollment Services	320	\$ 19,680
Schell, Rick	VP and Executive Chief of Staff, Office of the President	300	\$ 18,450
Donegan, Helen <sup>[4]</sup>	VP Emerita, Community Relations	230	\$ 6,976
Subtotal		4290	\$ 233,792
Hitt, John	President	2630	\$ 161,745
Total		6920	\$ 395,537

<sup>[1]</sup> Amount owed for 2014-17 is 61.5% of each participant's target units times \$100.

	<u># days earned</u>	<u># days not earned</u>	<u>% earned</u>
<sup>[2]</sup> Soileau stepped down from VP position on August 8, 2016; he worked in a PUP-eligible position for 769 of 1095 days in the 2014-17 cycle	769	326	70.2%
<sup>[3]</sup> Holmes assumed a new position on June 1, 2015; he worked in a PUP-eligible position for 335 of 1095 days in the 2014-17 cycle.	335	760	30.6%
<sup>[4]</sup> Donegan retired on October 1, 2013, and was rehired on April 11, 2014; she worked in a PUP-eligible position for 540 of 1095 days worked in the 2014-17 cycle.	540	555	49.3%

**BOT has added these VPs to future cycles:**

Mike Morsberger	June 1, 2015 - hired as VP, Development and Alumni Relations (added to 2015-18 cycle)
Joel Hartman	September 25, 2015 - promoted to VP, IT&R (added to 2015-18 cycle)
Elizabeth Klonoff	July 18, 2016 - hired as VP, Research, & Dean of Graduate Studies (added to 2016-19 cycle)

**ITEM:** **CLC-3**

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

**SUBJECT:** 2017-20 Performance Unit Plan Awards

**DATE:** October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the 2017-20 Performance Unit Plan awards.

**BACKGROUND INFORMATION**

The Performance Unit Plan, approved by the board on May 24, 2007, requires annual board approval of any Performance Unit Plan awards for the president and senior officers.

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**Supporting documentation:**

Attachment A: Performance Unit Plan Awards for 2017-20

**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

### Unit Proposals Pending

#### University of Central Florida

#### Performance Unit Plan Awards for 2017-20

						Proposed Units for 2017-20					
Name	Position	Base	2014-17	2015-18	2016-19	2017-20	Incr	Incr	2015-18		
		Salary					#	%	Min	Target	Max
Whittaker, Dale	Provost and Executive Vice President, Academic Affairs	\$421,352	530	560	577		0	0%	\$0	\$0	\$0
German, Deborah	VP and Dean, Medical Affairs	\$589,893	740	780	808		0	0%	\$0	\$0	\$0
Klonoff, Elizabeth	VP, Research, and Dean of Graduate Studies	\$265,850	0	0	364		0	0%	\$0	\$0	\$0
Merck, William	VP, Administration and Finance	\$342,348	410	460	469		0	0%	\$0	\$0	\$0
Morseberger, Michael	VP, Development and Alumni Relations	\$447,686	0	600	613		0	0%	\$0	\$0	\$0
Cole, Scott	VP and General Counsel	\$294,946	380	390	404		0	0%	\$0	\$0	\$0
Heston, Grant	VP, Communications and Marketing	\$236,842	300	320	325		0	0%	\$0	\$0	\$0
Holsenbeck, Daniel	Senior VP, University Relations	\$252,811	310	340	346		0	0%	\$0	\$0	\$0
Ehasz, Maribeth	VP, Student Development and Enrollment Services	\$263,345	320	350	361		0	0%	\$0	\$0	\$0
Schell, Rick	VP and Executive Chief of Staff, Office of the President	\$242,277	300	320	332		0	0%	\$0	\$0	\$0
Hartman, Joel	VP, Information Technologies and Resources	\$319,112	0	420	437		0	0%	\$0	\$0	\$0
SubTotal		\$3,676,462	3,290	3,290	4540	0	1250		\$113,500	\$454,000	\$681,000
Hitt, John <sup>1,2</sup>	President	\$606,876	2,630	2,788	2940						
Total						0	1,250		\$ 113,500	\$ 454,000	\$ 681,000

<sup>1</sup> includes 20% deferred salary supplement

<sup>2</sup> President Hitt's units to be determined by the Compensation and Labor Committee

**ITEM:**        **CLC-4**

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

**SUBJECT:**    The Annual Report, July 1, 2016-June 30, 2017

**DATE:**        October 26, 2016

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**PROPOSED COMMITTEE ACTION**

Recommend the approval of the Annual Report, July 1, 2016-June 30, 2017.

**BACKGROUND INFORMATION**

An annual report from President Hitt to the Board of Trustees serves as the basis for the President's annual evaluation.

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**Supporting documentation:**

Attachment A: Draft Annual Report: July 1, 2016-June 30, 2017, John C. Hitt

**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**

**ANNUAL REPORT  
July 1, 2016-June 30, 2017  
John C. Hitt**

**Presented to the Board of Trustees  
University of Central Florida**

I am proud of UCF's many achievements during 2016-17 and cite the following highlights of accomplishments.

The UCF Lake Nona Medical Center received its Certificate of Need for a 100-bed teaching hospital. The Hospital Corporation of America will contribute \$175 million for construction, and it will also operate the hospital, which will be adjacent to the UCF College of Medicine. The hospital will train third- and fourth-year medical students; allow the medical school to expand its clinical research mission; provide more opportunities for residency programs; and be a living-learning laboratory for training medical, nursing, physical therapy, pharmacy, and social work students.

In May, more than 900 people gathered at the UCF Center for Emerging Media to celebrate the groundbreaking for the UCF Downtown campus in the Creative Village. The campus will have a transformative impact on surrounding neighborhoods, on countless student lives and careers, and on the Central Florida economy.

The College of Medicine celebrated its 10<sup>th</sup> anniversary and reached full enrollment with 480 physicians-in-training. Nationally, UCF's medical students are scoring in or above the top quartile on board exams. In addition, the college's residency match rate is 98.9 percent, higher than the national average.

The Global UCF Building opened to students in the fall. The building serves as an international hub for the campus, benefitting both international students who come to UCF and local students who seek to go abroad.

The Florida Consortium of Metropolitan Research Universities—a partnership among Florida International University, the University of South Florida, and the University of Central Florida—delivered key achievements on their collaborative efforts. The Florida Consortium partnered with Helios Education Foundation, Helmsley Charitable Trust, and the Kresge Foundation to support inter-campus collaboration, fund investigative research, and advance student success.

The Florida Board of Governors approved UCF's plan to attain the status of "Preeminent Research University" within five years. The unanimous vote recognized UCF as an "Emerging Preeminent Research University" and authorized the release of \$5 million in state funds to the university. UCF already has achieved seven of the 12 measures required to earn preeminent status, including national rankings, GPA and SAT scores, graduation rates, research spending, patents earned, doctoral degrees awarded, and number of national academy members.

## **Attachment A**

Limbitless Solutions, the student group that creates 3-D printed bionic arms for children and donates them to families at no cost, received approval from the Board of Trustees to become a direct support organization.

UCF partnered with Osceola County and the Florida High Tech Corridor to open the Florida Advanced Manufacturing Research Center, now called BRIDG (Bridging the Innovation to Development Gap). The 109,000-square-foot facility will be one of the most advanced fabrication laboratories in the world.

UCF's membership in the University Innovation Alliance continues to bring significant benefits to the university. To date, Alliance projects have brought in more than \$1.1 million in external funds. The Alliance has helped to fund the university's partnership with the Education Advisory Board and the Student Success Collaborative Campus. The university has also become a partner in a Bill and Melinda Gates Foundation Frontier Set grant and in a federal Department of Education First in the World grant.

The UCF Collective Impact Strategic Plan 2016-20 advances the trajectory that the university has been on since 1992 by establishing aggressive goals in five areas and adopting a comprehensive implementation and accountability plan.

Key funding obtained from this year's legislative session includes the following:

- \$12.1 million for hiring 75 new faculty members in disciplines of high enrollment and strategic emphasis
- \$9.5 million for equipment and other necessities to advance the smart sensors manufacturing and research efforts in Osceola County
- \$8.6 million in emerging preeminence funding for meeting high standards of academic excellence
- \$2.5 million to expand the outstanding work of Professor Deborah Beidel in treating soldiers who have post-traumatic stress disorders

Since coming to UCF more than 25 years ago, I have worked to advance our university to greatness and to accomplish the five goals for UCF that I established when I arrived:

- to offer the best undergraduate education available in Florida
- to achieve international prominence in key programs of graduate study and research
- to provide international focus to our curricula and research programs
- to become more inclusive and diverse
- to be America's leading partnership university

Over the course of those 25 years, tremendous progress has been made in all five of those strategic areas, including:

- enrollment growth from 21,267 in 1991-92 to 64,335 in 2016-17
- freshman SAT scores rising from 1011 in 1991-92 to 1262 in 2016-17
- research dollars increasing from \$28.4 million to \$136 million today
- the infusion of international content across the curriculum
- minority enrollment growth from 15.4 percent to 45 percent of the student body

## **Attachment A**

- the development of key partnership initiatives, including the Florida High Tech Corridor, DirectConnect to UCF, the Medical City at Lake Nona, UCF Downtown, and Partnership Buildings I, II, III, and IV

I greatly appreciate all that our trustees have done—and continue to do—to advance the regional, national, and international reputation of the university and its goals.

My detailed annual report to the UCF Board of Trustees follows.

### **ENROLLMENT GROWTH AND DEGREES AWARDED**

UCF's enrollment for this reporting year was 64,335, an increase of 2.09 percent over the past year. Undergraduate enrollment was 55,783, an increase of 2.30 percent. Graduate and professional degree enrollment was 8,075, an increase of 0.57 percent. The College of Medicine enrolled 477 medical students, an increase of 3.70 percent.

Other enrollment data of note include the following:

- the Burnett Honors College enrollment reached 1,790 students, an increase of 1.99 percent
- African-American student enrollment reached 7,131, an increase of 3.77 percent, and Hispanic student enrollment reached 15,349, an increase of 8.13 percent
- international students totaled 2,044 from 128 different countries, an increase of 16.6 percent
- study abroad programs enrolled 568 students, an increase 29.4 percent

UCF awarded 13,085 bachelor's degrees, an increase of 0.96 percent; 378 graduate certificates, an increase of 15.24 percent; 2,212 master's degrees, a decrease of .27 percent; and 429 doctoral degrees, a decrease of 2.50 percent.

This academic year, UCF awarded 15,853 degrees, the largest number ever awarded by an institution of higher learning in Florida.

A record number of physicians, 113, graduated from the College of Medicine, which represents the college's first full graduating class. Members of this fifth class began residencies at top hospitals throughout the country, including Harvard, Yale, Stanford, and the Mayo Clinic.

In the latest data from the National Center for Education statistics, UCF ranks first among public universities in the nation for both the annual number of baccalaureate degrees awarded and the number of overall degrees conferred.

The Delta Cost Project at the American Institutes for Research places UCF first among public universities in having the lowest cost in producing a baccalaureate degree.

UCF ranked 2<sup>nd</sup> among Florida's state universities with the enrollment of 77 freshman National Merit Scholars. This also placed the university 11<sup>th</sup> nationally among public universities in the enrollment of these scholars.

## **Attachment A**

### **STUDENT QUALITY AND SUCCESS**

The average high school grade point average of the freshman class was a school-record 4.02. The average SAT score of FTIC students was 1262, an increase of one point; and the average SAT score for the Burnett Honors College students was 1408, an increase of five points. The FTIC full-time retention rate was 88.8 percent. The university also enrolled 1,997 Top 10 Knights in the fall semester.

UCF students were awarded \$35 million in Bright Futures Scholarships, the third-largest amount in Florida.

The College of Engineering and Computer Science Programming Team earned the title of national champions and finished 13<sup>th</sup> in the world at the Association for Computing Machinery and the International Collegiate Programming Contest. For 35 consecutive years, UCF has placed in the top three in the region in this competition, a record unmatched by any team in the nation.

The Moot Court Program in the College of Health and Public Affairs won the Midwest Moot Court Tournament, which was sponsored by the American Moot Court Association, for the third year in a row. UCF's program was ranked 5<sup>th</sup> of 360 in the nation.

Undergraduate students in the Medical Laboratory Sciences program in the College of Medicine achieved a 100 percent pass rate on the national certification exam for medical technologists given by The American Society for Clinical Pathology.

The College of Business Administration Professional Selling Team placed 1<sup>st</sup> out of 72 teams competing at the 2017 National Collegiate Sales Competition and 8<sup>th</sup> out of 69 teams competing internationally.

College of Medicine biomedical sciences student Andrew Aboujaoude was named a 2017 Newman Civic Fellow for his initiative to launch an organization to give free health screenings to homeless people. The fellowship is awarded by Campus Compact.

Rosen College of Hospitality Management Ph.D. student Trishna Gajjar received the Emerging Scholar Award for Diversity in Organizations, Communities and Nations Research. Internationally, only 12 awards were presented.

College of Sciences political science senior Amber Mariano became the youngest person ever elected to the Florida House of Representatives.

College of Arts and Humanities Department of Modern Languages student Michael Martinez was the only undergraduate student from Florida selected to receive the Post-Secondary Russian Scholar Laureate awarded by the American Council of Teachers of Russian.

College of Sciences chemistry student Samantha Mensah received the annual Winifred Burks-Houck Undergraduate Award given by the National Organization for the Professional Advancement of Black and Chemical Engineers.

## Attachment A

College of Engineering and Computer Science Ph.D. student Adrian Sandt won the 2017 University Transportation Center Student of the Year Award for the Southeast Region at the Consortium for University Transportation Centers. Additionally, he won the 2017 Cunard Award recognizing lead authors under 35.

### PROGRAM QUALITY

The university continued to strengthen its academic and non-academic programs.

*U.S. News & World Report* ranked UCF 176<sup>th</sup> overall among “Best National Universities” and 93<sup>rd</sup> among “Public Universities.” UCF also ranked 91<sup>st</sup> in “Best Undergraduate Engineering Programs.” The publication ranked 23 graduate programs among the top 100 in their fields nationally. Among those programs, the Student Counseling and Personnel Services program earned UCF’s highest ranking at 7<sup>th</sup>, and the College of Optics and Photonics’ Atomic, Molecular and Optical Science Program ranked 14<sup>th</sup>. Overall, the College of Engineering and Computer Science moved up three spots to number 46 among public universities.

*Forbes* ranked UCF as 142<sup>nd</sup> in the “Research Universities” category and 61<sup>st</sup> among all universities in the South. *Kiplinger* named UCF 51<sup>st</sup> in the “Best Values” category in public colleges.

The Interactive Entertainment Master of Science program in the College of Arts and Humanities’ Florida Interactive Entertainment Academy was ranked 2<sup>nd</sup> in Graduate Game Design Programs in North America by the *Princeton Review*.

The College of Nursing was ranked a best graduate nursing program by *U.S. News & World Report*, and the Online Registered Nurse to Bachelor of Science program ranked 1<sup>st</sup> on *Value College’s* “Top 50 Best Value.”

UCF Online and the university’s distributed education programs were ranked 1<sup>st</sup> for the best online college by *BestColleges.com*.

UCF was named one of the top 20 colleges in the country for career services by *U.S. News & World Report* and *OnlineCollegePlan.com*.

For the second year in a row, *Aviation Week* reported that UCF provides more graduates to aerospace and defense companies than any other university in the United States.

The UCF Veterans Academic Resource Center received a Silver Military Friendly Award for being one of the top military-friendly institutions in the nation by *G.I. Jobs*.

UCF was ranked 101 of 500 universities and colleges by *MilitaryTimes.com* as a “Best for Vets.”

The University Testing Center was recognized as one of the top 100 College-Level Exam Programs by the Educational Testing Services.

The Centsible Knights ranked 19<sup>th</sup> of 50 among Best College Financial Literacy Programs by Lend EDU.

## **Attachment A**

UCF was ranked 22<sup>nd</sup> of 225 universities for best technology transfer by the Milken Institute.

Faculty published 117 books, 256 book chapters, 2,289 journal articles, and 1,993 conference proceedings. Faculty also reported 2,746 other peer-reviewed publications.

### **DISTRIBUTED LEARNING**

The distributed learning program provides students with high-quality, convenient, and engaging opportunities to obtain courses, graduate certificates, and degrees. Online, the university offered 33 undergraduate minors, 21 baccalaureate degree programs, 31 graduate certificate programs, 26 master's degree programs, and two doctoral degree programs.

Among all registered students, 80.9 percent (60,958) took at least one online or blended-learning course. Registration in online courses accounted for 42.2 percent of the total university student credit hour production, or 672,428 credit hours.

An online degree program was established for Associate of Arts, articulated Associate of Sciences, and graduate degree students who do not graduate from a DirectConnect partner school. The program is called UCF Online, and 863 undergraduate and 791 graduate students enrolled in the initial year.

Because UCF Online students do not pay many of the university fees that support on-campus programs, undergraduate student fees are approximately 22 lower than those paid by on-campus undergraduates. Graduate student fees are approximately 17 percent lower.

The state college members of UCF Online are:

- Florida Gateway College
- Florida Keys Community College
- Indian River State College
- Miami-Dade College
- North Florida State College
- Pasco-Hernando State College
- Polk State College

### **ATHLETICS**

The Knights won four conference championships: indoor track and field, women's golf, baseball, and rowing.

Eleven programs made NCAA post-season appearances, including the football team, which competed in the AutoNation Cure Bowl; the men's basketball team, which participated in the NIT semifinals in New York City; and the women's basketball team, which earned the program's first WNIT bid.

In the fourth year in the American Athletic Conference (AAC), student-athletes earned a GPA of 3.27, marking the 19<sup>th</sup> consecutive semester in which they earned a 3.0 GPA or higher.

## **Attachment A**

On March 1, the NCAA affirmed that the university's five-year probationary period had ended.

The AAC Academic Honor Role included 215 UCF student-athletes. The men's golf, women's golf, women's soccer, men's soccer, volleyball, and softball programs earned Academic All-American Team recognition awards for their success in the classroom.

For the third year in a row, the success rate of student-athletes ranked 1<sup>st</sup> in the nation among NCAA Division I public universities. The graduation success rate of 93 percent is eight points above the national average.

The football and women's tennis programs received NCAA Top 10 recognition for achieving multi-year academic progress rate scores in the top 10 percent nationally.

The men's basketball team's victory over Illinois in the NIT Quarterfinals was the first sell-out crowd to witness a Knights game at the CFE Arena. The victory advanced the team to the NIT Final Four at Madison Square Garden. Sophomore Tacko Fall was named the AAC Defensive Player of the Year.

The women's basketball team for the first time beat a nationally ranked opponent, rival USF. The team also advanced to the program's first women's NIT appearance, winning the opening game against Stetson. Junior Aliyah Gregory was named to the All-AAC first team.

The women's and men's basketball teams rebounded from losing seasons to win 26 more games than last year, the biggest combined turnaround in Division I college basketball.

The women's and men's tennis teams moved into their new home at Lake Nona. The world-class collegiate tennis center at the United States Tennis Association National Campus at Lake Nona features 12 courts along with stadium seating for up to 1,200 fans.

The cheerleading team finished 4<sup>th</sup> in the UCA College Cheerleading National Championships, earning its 12<sup>th</sup> consecutive place among the top four teams.

The baseball team won the AAC season championship and advanced to the NCAA tournament for the first time since 2012. New head coach, Greg Lovelady, was named the AAC Coach of the Year. Pitcher Robby Howell was named AAC Co-Pitcher of the Year. Rylan Thomas was named Rookie Position Player of the Year. Jason Bahr, Robby Howell, Jordan Scheftz, and Andy Rohloff were selected in the Major League Baseball Draft.

Women's Golf won its second AAC Championship in three years. Ashley Holder won the individual AAC title and was named AAC Player of the Year. Head coach, Emily Marron, was named AAC Coach of the Year.

The Rowing team won its third straight AAC title, and head coach Becky Cramer's staff earned AAC Coaching Staff of the Year for the third straight year.

## **Attachment A**

Student-athletes completed a total of 4,683 service hours. Among the 35 organizations they served were the Boys and Girls Club, Habitat for Humanity, Orlando Rescue Mission, and Central Florida Dreamplex.

Ann-Marie Blaney won the AAC cross country individual championship and went on to win the NCAA South Region Championship.

Football junior Shaquem Griffin was named the AAC Defensive Player of the Year after achieving 11 sacks and 20 tackles for lost yardage.

Football senior Shaquill Griffin was drafted by the Seattle Seahawks in the third round of the NFL Draft.

The Golden Knights Club Annual Fund pledges totaled \$3,178,215, and the sale of premium seats earned \$2,398,935. More than 120 donations were made at the Diamond Knight Level. Athletics raised \$67 million in the IGNITE Campaign, exceeding its \$55 million goal. The program has reset its goal to \$85 million.

### **SERVICES TO STUDENTS**

The Global Perspectives Office provided undergraduate students with access to 46 prominent visiting specialists, including Ray Suarez, Dorothy Parvaz, Gen. Ryan Heritage, Kayla Harrison, and Mira Sorvino.

University Relations placed 17 students in the offices of six Florida Senate and six Florida House legislators, the Orange County Government, the Gray Robinson and the Southern Strategies lobbying firms, and in the Governor's Office.

To provide comprehensive wellness and safety information to students, the Department of Security and Emergency Management co-hosted Safe Knight Week with Student Development and Enrollment Services and the Student Government Association.

The College of Engineering and Computer Science opened the Siemens Digital Grid Lab, one of only a handful of such facilities across the nation. The laboratory will give undergraduate and graduate students hands-on experience in electrical grid engineering, using the same technology employed by many private and public utilities.

The Police Department escorted 11,996 students, staff, faculty, and visitors during late night hours.

The CFE Arena hosted 379 events that were attended by more than 450,650 people. Those events included 11 UCF graduation ceremonies; 27 high school, state college, and other commencement ceremonies; 17 concerts; and four career fairs. The career fairs served approximately 7,888 students, veterans, and community members.

Improvements to the arena included upgrades to the sound and video systems for the scoreboard and ribbon board.

## **Attachment A**

Student Financial Aid dispersed \$476 million to support 51,923 students. To better serve students and their families, particularly during peak periods, the Office of Student Financial Assistance moved its lobby services to Room 107 of Millican Hall. The move allowed the office to add capacity for four additional self-service stations, two front-desk stations, and three private-counseling spaces.

Enrollment of students with unique abilities in Inclusive Education Services nearly tripled to 17 students.

UCF students engaged in more than 19,000 experiential learning opportunities, including internships, service learning, and cooperative education. Service learning students contributed 202,993 service hours that represented \$4.9 million in savings to community partners.

Career Services conducted 7,454 individual appointments with students and alumni, a 10 percent increase from the previous year. The office offered 738 programming activities, a 16 percent increase from the year before, and it reached 27,202 students, up 18 percent. More than 11,700 employers recruited students through Career Services, including Amazon, Microsoft, Google, PepsiCo, Orlando Health, and Texas Instruments.

The Knights Helping Knights Pantry began a program for students to rent blazers for job interviews, class presentations, and other occasions. The Student Government Association initiated the program and donated the funds to purchase the blazers.

### **DIVERSITY AND INCLUSION**

Diversity enrollment was the highest ever with 45 percent minority students of which 24 percent were Hispanic students. UCF is on pace to qualify as a Hispanic-Serving Institution, and a task force is exploring how current Hispanic-serving institutions are using the designation to improve student success.

Students received approximately 70 percent of the awards made by the Hispanic Heritage Scholarship Fund of Metro Orlando.

The university was recognized by the Hispanic Association of Colleges and Universities as the Associate Member of the Year.

UCF was honored by *Insight into Diversity* as a Higher Education Excellence in Diversity Award Institution.

The Office of Diversity and Inclusion provided more than \$14,000 in Diversity Action Grants to campus organizations to support diversity education events. Sponsorships included Hispanic Heritage Month, the Future Doctors for Diversity Program, and the Come Out with Pride parade in downtown Orlando.

The office held its annual Diversity Breakfast, which featured American broadcast journalist Ray Suarez as the keynote speaker. More than 580 people attended.

## **Attachment A**

The office launched the Inclusion Champion certification program, which provides colleges, divisions, and departments with training and education through a series of core and elective workshops over the course of a three-year period.

Professionals in the office facilitated 245 diversity workshops attended by 7,386 university employees and students, an increase of 42 percent.

The Community Relations Division provided support for internal and external community initiatives by belonging to organizations such as the Hispanic Chamber of Commerce, the African American Chamber of Commerce, the Central Florida Disability Chamber, and the Mayor's Martin Luther King, Jr., Commission Executive Planning Team sponsored by the City of Orlando.

The Department of Purchasing expended \$18 million with companies that qualify as diversity contractors.

WUCF TV partnered with NHK (Japan's Public Broadcasting Service) to bring a diverse and globally-minded channel, "NHK World," to the lineup of channels on WUCF TV.

The Rosen College of Hospitality Management planned the fourth World Research Summit for Tourism and Hospitality. The summit attracted 300 international participants for a three-day event that included keynote speeches, panel discussions, town hall meetings, and concurrent presentations on issues related to hospitality and tourism research. The college also hosted the Women's Hospitality Leadership Forum 2017, initiated by the National Society of Minorities in Hospitality Management.

College of Business Administration Professor of Sport Business Management, Richard Lapchick, was awarded the NCAA Champion of Diversity. Additionally, he gave 12 keynote speeches addressing diversity and inclusion with audiences totaling more than 10,000 people.

College of Medicine student Jessica Fernandez participated in the third-annual Symposium for the Coalition for Disability Access in Health Science and Medical Education in New York City, speaking to the coalition on awareness of student disabilities in medicine.

### **RESEARCH AND COMMERCIALIZATION**

Researchers received \$136.08 million in funded contracts and grants, a decrease of 7 percent.

Twenty-four researchers received \$1 million or more in funding during the year.

The National Academy of Inventors and Intellectual Property Owners Association ranked UCF 41<sup>st</sup> in the world for the number of patents issued.

Two grants totaling more than \$3.1 million from the U.S. Department of Energy will allow UCF researchers from the College of Engineering and Computer Science and the Florida Solar Energy Center to explore ways to make solar energy systems more efficient and affordable.

## **Attachment A**

The offices of Research and Commercialization and Government Relations collaborated with the Department of Psychology to obtain Army funding for post-traumatic stress disorder research in excess of \$3 million.

The Institute for Simulation and Training received \$2 million from oilfield services company Schlumberger to analyze downhole-tool operations and to develop targeted learning and training programs. The award is the largest to date of the newly established UCF Applied Research Institute at IST.

UCF and the U.S. Fish and Wildlife Service reached an agreement to establish a permanent sea turtle conservation research facility along the Brevard County coastline.

The U.S. Department of Health and Human Services awarded the Marriage and Family Research Institute a five-year, \$9.6 million grant to research the effects of relationship education on low-income families.

Two grants worth more than \$1.25 million were received to help the Department of Energy accelerate the introduction of affordable, scalable, and sustainable high-performance alternative fuels for use in high-efficiency, low-emission vehicle engines.

Engineering and Computer Science professor Issa Batarseh was inducted into the Florida Inventors Hall of Fame in recognition of inventions that have impacted the Florida economy.

College of Sciences Physics professor Humberto Campins served on the Science Team of NASA's OSIRIS-Rex spacecraft mission, which launched from the Kennedy Space Center in September. UCF will receive \$2 million in funding for the project.

### **PLANT AND FACILITIES**

The following construction projects were completed during the year:

- Band Building construction
- Biology fume hood replacement
- Business Administration I interior atrium and restroom renovation
- CFE Arena Knights Plaza renovation
- CFE Arena scoreboard replacement
- Chili's restaurant construction
- CREOL Building laboratory build out
- College of Education and Human Performance Building heating, ventilation, and air-conditioning replacement
- College of Education and Human Performance Building roof replacement
- Engineering I laboratory construction
- Laboratory and Environmental Support expansion
- Mathematical Sciences Building renovation
- Nicholson Fieldhouse temporary air-conditioning
- Parking Garage C expansion
- Pollo Tropical restaurant construction

## **Attachment A**

- Student Health Center addition
- The Venue heating, ventilation, and air conditioning replacement

The following projects are under construction:

- Biological Science Building generator
- Campus improvements to meet the requirements of the Americans with Disabilities Act
- Campus signage
- Campus wayfinding improvements
- District Energy Plant IV
- Engineering I renovation
- Facilities Support Building construction
- John C. Hitt Library expansion, Phase I of the automated retrieval system
- Libra Drive expansion and landscaping
- Research I Building construction
- Resource Management Warehouse expansion
- Spectrum Stadium scoreboard replacement
- Trevor Colbourn Hall construction
- Utilities mapping project

The following construction projects are in the design stage:

- Biology Transgenic Animal Facility laboratory renovations
- Center for Emerging Media renovation
- Colbourn Hall demolition
- CREOL Building addition
- Distributed Antenna System, main campus
- Distributed Antenna System Tower
- Dr. Phillips Academic Commons build out
- Engineering I atrium
- Engineering I roof replacement
- Garvy Center for Student-Athlete Nutrition construction
- John Euliano Park Baseball Stadium expansion – Phase II
- Partnership IV A and Partnership IV B acquisition and renovation
- Spectrum Stadium rust remediation
- Student Union expansion
- UCF Downtown Parking Garage construction
- UCF Downtown Tri-Generation Plant construction
- Wayne Densch Sports Center expansion

## **SUSTAINABILITY AND ENERGY MANAGEMENT**

The Office of Utilities and Energy Services exceeded 1.17 million gross square feet of Leadership in Energy and Environmental Design certified space, which is 18 percent of the campus's heated and air-conditioned space.

## **Attachment A**

UCF received a silver rating for sustainability by the Sustainability Tracking, Assessment & Rating System program within the Association for the Advancement of Sustainability in Higher Education. This ranking is due to the university's energy-efficient buildings, the living-laboratory use of the campus, and a commitment to ecological diversity.

The Office of Utilities and Energy Services received the Project of the Year Award from the U.S. Green Building Council Central Florida Chapter for Outstanding LEED for New Construction. The award was for the Global UCF Building. The office also received the USGBC Outstanding Green Business, Public Organization award.

The office generated 146,313 kWh in renewable energy through use of a photovoltaic system installed on a parking garage.

The university achieved a campus-wide reduction of 106.3 million kWh in electricity, 31.8 million ton-hours of chilled water, and 566,975 therms of natural gas since the 2005-06 baseline year, resulting in a cost savings of \$25 million.

Parking and Transportation Services installed six electric vehicle charging stations around the campus.

### **ADMINISTRATIVE SERVICES**

University Relations worked closely with the UCF Downtown Team in supporting the groundbreaking for the UCF Downtown campus and its continued development as a unique urban campus in the State University System of Florida.

The General Counsel's Office reviewed more than 4,900 contracts for all divisions of the university.

The Executive Chief of Staff and his staff planned, coordinated, and managed 15 board meetings, 40 committee meetings, three retreats, and one orientation for the UCF Board of Trustees.

The Office of Compliance, Ethics, and Risk received from the Department of Education its final letter closing its Clery Act review with no findings. The office also developed the UCF Employee Code of Conduct, the final element of a comprehensive compliance and ethics program.

The Department of Security and Emergency Management became the fourth college or university office in the nation to receive Emergency Management Accreditation.

The Office of Institutional Equity reviewed approximately 200 faculty search packages to ensure compliance with Equal Opportunity and Office of Federal Contract Compliance Programs laws and regulations. Jointly, the office and Student Development and Enrollment Services handled 282 Title IX cases. The office also facilitated more than 50 requests for accommodations in the workplace or accommodations needed as a result of pregnancy. It also investigated 30 reports of discrimination.

The Ombuds Office handled 776 cases.

## **Attachment A**

University Audit completed eight scheduled audits, which resulted in 30 recommendations for improvement. The office also completed 59 internal investigations, which resulted in 27 internal control and process improvement recommendations.

### **DEVELOPMENT**

The public phase of the IGNITE Campaign began in September with 600 guests attending the launch gala at the CFE Arena. In addition, several roll-out campaign events took place in Houston, Orlando, Naples, Atlanta, and Washington, D.C.

Fiscal year 2017 was a record year for the IGNITE Campaign, with \$63,067,571 in total attainment. Since the campaign launch in July 2011, \$325 million of the \$500 million goal has been attained. To date, more than 70,000 donors have made commitments to the campaign. The endowment of the Foundation ended the year with a balance of \$156 million.

Among this year's notable fundraising commitments were the following:

- \$5 million commitment from Kenneth G. Dixon—the largest multi-year cash commitment ever from a UCF alumnus—in support of UCF Athletics, which resulted in the naming of the Kenneth G. Dixon Athletics Village
- \$5 million commitment from Gregory Elias to establish an entertainment management program
- \$14.5 million gift-in-kind of product design and software licenses from Siemens
- \$1.5 million commitment from John Euliano to help expand and renovate the baseball stadium
- \$1 million gift from Dr. Glenn Hubbard to establish the Kenneth White and James Xander Professorship in Economics

“Believe,” the faculty and staff fundraising campaign, secured gifts from a record 2,045 donors, with a total of \$1,010,644 in support of the university’s goals.

### **COMMUNITY ENGAGEMENT**

The university’s marketing efforts engaged 2.73 million unique visitors from 220 countries on the UCF website, attracted readers from 213 countries to *UCF Today*, achieved 266,206 Facebook fans and 125,318 Twitter followers throughout the world, and supported the viewing of 951,525 minutes of video on the university’s *YouTube* channel.

More than 55 million total print, radio, outdoor, and online impressions were generated with a widespread marketing campaign targeting prospective students, parents, and a variety of other stakeholders.

*Pegasus* magazine generated approximately 670,000 total impressions and won 26 peer-reviewed awards. The summer issue of *Pegasus* was awarded a national ADDY for publication design, the first National ADDY awarded to UCF.

More than 1.2 million copies of the enrollment marketing material for Undergraduate Admissions were distributed to potential students and others.

## **Attachment A**

The Division of Communications and Marketing helped to attract 4,938 faculty applicants for 59 positions in support of a campaign titled “UCF Hires Faculty.” The campaign generated 3.4 million media impressions and resulted in 146 new hires.

In partnership with the state executive board of the Odyssey of the Mind, the Office of Constituent Relations hosted the Odyssey of the Mind State Tournament on UCF’s main campus for the 17<sup>th</sup> straight year. Approximately 1,500 students participated, and the event attracted more than 5,000 attendees.

The College of Education and Human Performance collaborated with Seminole County Public Schools to train teachers to better instruct underserved students in gifted programs through the Javits grant project. The project’s goal is to increase English proficiency among disadvantaged students and to infuse intercultural information into the curriculum for diverse learners.

The Division of Administration and Finance partnered with the Heart of Florida United Way to manage the university’s United Way Campaign, which raised \$161,180.

In response to the Pulse tragedy, the Division of Administration and Finance led the UCF Remembers blood drive, collecting 217 units of blood.

The 2017 UCF Celebrates the Arts was planned, managed, and performed by professional in the College of Arts and Humanities, in collaboration with the Orlando Shakespeare Theater in Partnership with UCF and the Orlando Repertory Theater. Twenty-six performances took place with middle and high school students participating, and six art exhibits were held. Over the eight-day period, 10,088 people attended the events.

The Center for Community Schools in the College of Health and Public Affairs worked with 16 school districts across the state to implement the community school model advanced by the college and the Children’s Home Society of Florida. This included working with Orange County Public Schools on the emerging Parramore PS-8 community school. To support this work, the center secured \$1.5 million in state funding, along with a \$600,000 three-year grant from the Florida Blue Foundation.

UCF partnered with Community Based Care of Central Florida and First Star to host local foster children on campus in an effort to increase their educational opportunities. Students in grades 8-12 lived on campus for a month, immersing themselves in a learning experience that included math and literacy tutoring by education students, field trips, and career-oriented workshops.

The College of Medicine’s student-run, free clinic was awarded the Innovation Award for Health Care Provider Training and Education at the Clinton Foundation’s Health Matter Activation Summit. The clinic was created four years ago by College of Medicine students.

Knight-Thon, UCF’s largest student-run philanthropic event, raised \$1,250,961 for the Children’s Miracle Network, an increase of \$249,283 over last year.

## **Attachment A**

### **HONORS AND TRANSITIONS**

Joining the Board of Trustees were John Lord, Faculty Senate Chair William Self, and Student Government Association President Nick Larkins.

Chief Richard Beary was inducted into the Florida Law Enforcement Officer's Hall of Fame.

John C. Bersia, Special Assistant to the President for Global Perspectives, was elected to the national board of directors for Global Ties U.S., a Washington, D.C., nonprofit, nonpartisan organization focused on international exchanges.

Adrienne Frame joined UCF as the Associate Vice President and Dean of Students in the Division of Student Development and Enrollment Services.

Liz Klonoff joined UCF as Vice President for Research and Dean of the College of Graduate Studies.

Jeffrey Moore was named the Dean of the College of Arts and Humanities.

Nancy Myers joined UCF as the Director of the Office of Institutional Equity.

Michael Sink was named Associate Vice President and IT Chief Operating Officer.

The 2017 Pegasus Professors are Robert Folger, David Hagan, Jana Jasinski, Jayanta Kapat, and Alain Kassab.

The 2017 Reach for the Stars awardees are Sejal Barden, Mercedeh Khajavikhan, Katherine Mansfield, Mingjie Lin, and Sadab Siddiqi.

### **PERSONAL ACCOMPLISHMENTS**

March 1, 2017, marked my 25<sup>th</sup> year as president of the University of Central Florida.

I gave 105 speeches and presentations, which included the IGNITE Campaign kickoff gala, the 10<sup>th</sup> Anniversary Gala of the College of Medicine, and the 2017 Work Plan presentation to the Florida Board of Governors.

I was ranked 1<sup>st</sup> among *Orlando* magazine's "50 Most Powerful People in Orlando" in the Education Category.

UCF business took me to:

- American Athletic Conference 2017 annual meeting, Key Biscayne
- American Athletic Conference Presidents and Athletic Directors meeting, Dallas
- American Council on Education, two meetings in Washington, D.C.
- Association of Public and Land-grant Universities annual meeting, Austin
- Board of Governors, six meetings at various locations throughout Florida
- Hospital Corporation of America, one meeting in Tallahassee and one in Gainesville
- NCAA Division I Board of Directors, two meetings in Indianapolis and one in Nashville

## **Attachment A**

- Southern Association of Colleges and Schools Commission on Colleges annual meeting, Atlanta
- University Innovation Alliance meeting where I served as a panelist, Washington, D.C.

My civic service included:

- Board of Directors of the American Athletic Conference
- Board of Directors of the American Council on Education
- Board of Directors of the National Merit Scholarship Corporation
- Chair of the State University System of Florida's Task Force on Strategic Planning for Online Education
- Florida Consortium of Metropolitan Research Universities
- Florida High Tech Corridor
- Governor's Council of Orlando Economic Partnership
- NCAA Board of Governors
- NCAA Division I Board of Directors
- SunTrust Bank Board of Directors
- University Innovation Alliance

### **GOALS FOR 2017-18**

My goals for the coming year are to accomplish the following:

- seek opportunities to advance the university's five goals and the Collective Impact Strategic Plan
- increase the university's first-to-second-year retention rate and four-year graduation rate
- align the university's priorities with the Board of Governors' performance-based funding metrics
- align the university's priorities with the state's preeminent institution metrics
- align the university's priorities with the strategic plan, UCF Collective Impact
- hire and retain high-quality faculty and staff members
- build on the strong academic quality of our students and recruit top national scholars
- continue to build strong collaborations at the Medical City at Lake Nona
- advance the development of the UCF Lake Nona Medical Center
- advance the goals of the University Innovation Alliance
- advance the goals of the Florida Consortium of Metropolitan Research Universities
- further the planning and development of UCF Downtown
- seek additional resources for the Florida Center for Advanced Manufacturing Research
- create new partnerships that enhance our teaching, research, and service missions
- and enhance the national and international reputation of UCF

I appreciate all that you, our trustees, have done—and continue to do—to advance the goals of UCF and its regional, national, and international reputation.

September 18, 2017

**ITEM:** **CLC-5**

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

**SUBJECT:** Report on the Assessment of the President's Performance and  
Recommendation for Compensation

**DATE:** October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Recommend approval of the Compensation and Labor Committee's report on the assessment of the president's performance and its recommendation for compensation.

**BACKGROUND INFORMATION**

On November 30, 2004, the Presidential Performance and Compensation Review Policy was approved by the University of Central Florida Board of Trustees. This policy provides for review of the president's performance and compensation on an annual basis by the board.

The charter of the Compensation and Labor Committee states that the committee will submit an annual recommendation to the board for the president's performance and compensation.

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**Supporting documentation:**

Attachment A: 2016-17 Report on the Assessment of the President's  
Performance and Recommendation for Compensation

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

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

## **2016-17 Compensation and Labor Committee Report and Recommendations**

### **UCF Board of Trustees**

The Compensation and Labor Committee met on October 26, 2017, to review the university's accomplishment of goals established by the Board of Trustees, discuss new long-term goals with the president for 2017-20, review the president's performance, and consider recommendations for his compensation.

The Board of Trustees' Performance and Compensation Review Policy requires an annual assessment of the president's performance. The Board of Trustees Compensation and Labor Committee is responsible for conducting this annual assessment. Each trustee was interviewed by Maureen Binder, chief human resources officer, using assessment questions that were distributed to each trustee in advance. The nine categories assessed were administrative leadership, budget and finance, external relations, academic leadership, medical affairs, fund-raising, relationship with the board, vision for the university, and personal characteristics. In addition, an overall assessment is required for the president's stewardship of UCF over the 2016-17 year. The assessment levels are defined as unsatisfactory, conditional, satisfactory, above satisfactory, and outstanding. In addition to the trustees' assessment, Chairman Marchena contacted the Board of Governors' Chair, Thomas Kuntz, and received his evaluation of the president's performance.

The trustees' assessment of the president's performance was outstanding overall. President Hitt was rated highest in the categories of personal characteristics, relationship with the board, vision for the university, and administrative leadership. The president received a majority of trustee assessment ratings of outstanding in all categories, except for fund-raising.

The trustees believe the president has done an outstanding job in providing leadership to the university over the last year. Many of them felt that the university has been successful because of his leadership. In addition, they recognize that he has assembled a strong leadership team that has helped him guide the university. Several trustees noted that he empowers his team and that they are a talented group of individuals. The trustees were almost unanimous in praising Dr. Hitt's vision for the university. Several commented that that his greatest strength is that he has big ideas and has been able to both execute and find ways to creatively fund them in ways that involve partnership and stakeholder engagement. They cited the downtown Orlando campus project and the teaching hospital as examples. One trustee specifically stated that at one point, no one downtown knew of UCF and now everyone knows UCF and John Hitt. Many of the trustees also recognized that President Hitt's stature and reputation in the State University System and the Orlando community is key to helping him pursue these initiatives. The president is consistently identified as a key player in the growth and recognition of UCF within the

community and the region. Several trustees expressed the sentiment that the university would not be where it is today, if not for his leadership over the past 25 years. Several trustees stated that President Hitt is doing an excellent job and is an asset to the university and the state. Several also commented that UCF is “lucky to have him as our president.”

Two themes did emerge as areas of concern. In past years, fundraising was consistently seen as an area which needed improvement. However, most trustees expressed that President Hitt has made noteworthy changes in this area. Several trustees stated that they felt comfortable that UCF was now on the right path in this area. In addition, trustees commented that the Ignite campaign has shown momentum and appears to be bringing good results. Another area of concern from several trustees was the lack of a succession plan for the president and other senior leaders who may potentially retire concurrently with President Hitt. While they were very complimentary of the president (“exemplary and outstanding leader,” “provides outstanding leadership to the university”) and did not want to see him retire, some expressed concerns about how UCF will eventually replace him. Several noted that succession planning should be a priority over the next year.

Responding to this annual performance review, the committee recommends that President Hitt’s annual assessment be rated as “Outstanding.”

An annual evaluation of the president’s compensation was also conducted in accordance with the Board of Trustee’s Performance and Compensation Review Policy. The committee studied data on presidential compensation for national, high-research universities of a size similar to that of UCF. The committee also reviewed President Hitt’s compensation over the last seven years. The committee observed that the president has more than 25 years of highly successful leadership at UCF.

In reviewing Dr. Hitt’s base salary and comparing it to presidential salaries of the State University Large Schools, he is paid competitively at the 80<sup>th</sup> percentile. However, mindful of President Hitt’s “Outstanding” annual evaluation, the committee recommends an increase to his base salary of 2% as well as increase in his Performance Unit Points of 3% for the 2017-2020 cycle.

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

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

ITEM: CLC-6

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

**SUBJECT:** Amendment to University Regulations UCF-3.001 Non-Discrimination:  
Affirmative Action Programs, UCF-3.0134 Grievances Alleging  
Discrimination, and UCF-5.020 Religious Observances

**DATE:** October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Approve amendments to University of Central Florida Regulations UCF-3.001, UCF-3.0134, and UCF-5.020.

**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-3.001 is being amended to update the definition of discrimination, including explaining hostile environment harassment and quid pro quo harassment. A new section on employee reporting responsibilities is also added to this regulation.

Regulation UCF-3.0134 is being amended to update the procedures of the Office of Institutional Equity for processing complaints and grievances alleging unlawful discrimination, discriminatory harassment, or retaliation.

Both UCF-3.001 and UCF-3.0134 are also amending the categories that are protected from discrimination to align with the university policy *Prohibition of Discrimination, Harassment, and Related Interpersonal Violence*. Regulations UCF-3.001, UCF-3.0134, and UCF-5.020 are each also amended to update the name of the Office of Institutional Equity.

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**Supporting documentation:**

- Attachment A: Proposed Amended Regulation UCF-3.001 (redline)
- Attachment B: Proposed Amended Regulation UCF-3.0134 (redline)
- Attachment C: Proposed Amended Regulation UCF-5.020 (redline)

**Prepared by:** Youndy C. Cook, Deputy General Counsel  
Nancy Myers, Director, Office of Institutional Equity

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

## Attachment A

### UCF-3.001 Non-Discrimination; Affirmative Action Programs.

(1) The University shall actively promote equal opportunity policies and practices conforming to federal and state laws against discrimination. The University shall not discriminate in offering access to its educational programs and activities or with respect to employment terms and conditions on the basis of race, color, ethnicity, national origin, religion, non-religion, sex, national origin, age, genetic information, sex (including pregnancy and parental status), gender identity or expression, sexual orientation, disability, marital status, physical or mental disability (including learning disabilities, intellectual disabilities, and past or present history of mental illness), political affiliations, sexual orientation, gender identity, gender expression, and veteran status (as protected under the Vietnam Era Veterans' Readjustment Assistance Act), or membership in any other protected classes as set forth in state or federal law. This commitment applies to the University's relationships with outside organizations, including the federal government, the military, ROTC, and private employers, only to the extent of state and federal requirements.

(2) It is the policy of the University that each employee and student be allowed to work and study in an environment free from unlawful discrimination, including discriminatory harassment, and retaliation.

- (a) For purposes of this regulation, unlawful discrimination is defined as any unlawful distinction, preference, or detriment to an individual that is based upon an individual's race, color, ethnicity, national origin, religion, non-religion, age, genetic information, sex (including pregnancy and parental status), gender identity or expression, sexual orientation, marital status, physical or mental disability (including learning disabilities, intellectual disabilities, and past or present history of mental illness), political affiliations, prior conviction of a crime,

## Attachment A

veteran's status (as protected under the Vietnam Era Veterans' Readjustment Assistant Act), or membership in other protected classes set forth in state or federal law and that: (1) excludes an individual from participation in; (2) denies the individual the benefits of; (3) treats the individual differently with regard to; or (4) otherwise adversely affects a term or condition of an individual's employment, education, living environment or participation in a university program or activity.~~treating an individual differently than similarly situated other individuals based on a protected category (such as race, color, religion, et al).~~  
Religious discrimination includes failing to reasonably accommodate an employee's or student's religious practices where the accommodation does not impose an undue hardship. Disability discrimination includes not making reasonable accommodations to the known physical or mental limitations of an otherwise qualified individual with a disability where the accommodations do not impose an undue hardship.

- (b) Unlawful discriminatory harassment is a form of unlawful discrimination wherein an individual is subjected to verbal, ~~or physical,~~ electronic or other conduct, based ~~upon an individual's~~ on a protected ~~classe~~category (such as race, color, religion, et al), that interferes with that individual's educational or employment opportunities, participation in a university program or activity, or receipt of legitimately-requested services and meets the description of either Hostile Environment Harassment or Quid Pro Quo Harassment, as defined below.~~which, due to severity and pervasiveness of the conduct, (i) has the purpose or effect of creating an objectively intimidating, hostile or offensive work, educational or business~~

## Attachment A

~~environment; and (ii) has the purpose or effect of unreasonably interfering with an individual's employment, schooling, or business with the University.~~

1. Hostile Environment Harassment: Discriminatory Harassment that is so severe or pervasive that it unreasonably interferes with, limits, deprives, or alters the terms or conditions of education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or participation in a University program or activity (e.g., campus housing), when viewed from both a subjective and objective perspective.

2. Quid Pro Quo Harassment: Discriminatory Harassment where submission to or rejection of unwelcome conduct is used, explicitly or implicitly, as the basis for decisions affecting an individual's education (e.g., admission, academic standing, grades, assignment); employment (e.g., hiring, advancement, assignment); or participation in a university program or activity (e.g., campus housing).

(c) Retaliation is defined as taking an adverse action against an individual because that individual, in good faith: (i) reported or threatened to report discrimination or discriminatory harassment; or (ii) participated in any capacity, including as a witness or party/complainant, in a discrimination investigation or proceeding.

~~(d) Gender identity is defined as an individual's self perception of being male, female, or both. Gender expression is defined as the manifestation of an individual's self perception of being male, female, or both.~~

(3) Sexual harassment is a form of sex discrimination. Sexual harassment is defined as any unwelcome sexual advances, ~~or requests~~ for sexual favors, and other unwanted verbal or physical

**Attachment A**

conduct of a sexual nature ~~when, whether verbal, non-verbal, graphic, physical, or otherwise,~~  
~~when the conditions for Hostile Environment Harassment or Quid Pro Quo Harassment (as~~  
~~defined above) are present.;~~

- ~~(a) Submission to such conduct or request is made either explicitly or implicitly a~~  
~~term or condition of an individual's employment or academic achievement;~~
- ~~(b) Submission to or rejection of such conduct or request by an individual is used as~~  
~~the basis for employment or academic decisions affecting such individual; or~~
- ~~(c) Such conduct or request has the purpose or effect of both unreasonably interfering~~  
~~with an individual's employment or academic performance and creating an~~  
~~intimidating, hostile, or offensive work or academic environment.~~

(4) Employee Reporting Responsibilities.

- (a) Responsible employees are required to immediately report to the university's  
Office of Institutional Equity all relevant details (obtained directly or indirectly)  
about an incident of sex/gender-based discrimination or harassment, sexual  
harassment, sexual assault, sexual exploitation, relationship violence, and/or  
stalking (as defined in the University's *Prohibition of Discrimination,*  
*Harassment and Related Interpersonal Violence Policy*, No. 2-004) that involves  
any student as a complainant, respondent, and/or witness, including dates, times,  
locations, and names of parties and witnesses. Reporting is required when the  
responsible employee knows (by reason of a direct or indirect disclosure) or  
should have known of such sex/gender-based discrimination or harassment,  
sexual harassment, sexual assault, sexual exploitation, relationship violence,  
and/or stalking.

## Attachment A

(b) Deans, directors, department heads and supervisors are required to report to the Office of Institutional Equity all relevant details about an incident of discrimination, discriminatory harassment, or retaliation where either the complainant or the respondent is an employee or Direct Support Organization employee. Reporting is required when such deans, directors, department heads, and supervisors know (by reason of direct or indirect disclosure) or should have known of the discrimination, discriminatory harassment, or retaliation.

### (54) Disciplinary Action.

- (a) Any employee or student of the University who is found to have unlawfully discriminated against an employee, an applicant for employment, ~~or a student,~~ or other member of the University community will be subject to disciplinary action up to and including ~~termination~~dismissal or expulsion. Any contractor or other visitor to the University who is found to have engaged in unlawful discriminatory or retaliatory conduct in violation of this regulation will be subject to removal from University facilities, ~~and may be denied reentry,~~ and may provide cause to terminate any applicable contract.
- (b) Any employee in a supervisory capacity ~~or student in a position of authorized influence~~ who has actual knowledge by direct observation or by receipt of a ~~report~~complaint of discrimination ~~or discriminatory harassment~~involving any of those employees he or she supervises or over whom he or she has authority, and who does not ~~investigate or~~ report the matter to the Office of Institutional Equity~~an appropriate university official with authority to take action with regard to the matter~~, shall be subject to disciplinary action up to and including ~~termination~~dismissal or expulsion.

## Attachment A

(65) Complaint and Investigation~~Grievance~~ Procedures. Any employee, student, ~~contractor~~ or other member of the university community~~visitor~~ who believes that he or she is a victim of unlawful discrimination, ~~including discriminatory~~ harassment, or retaliation may take formal or informal action. The individual may report the conduct to his or her supervisor or a higher level employee for further action; pursue informal resolution of the complaint; or ~~may pursue an investigation file a formal written grievance~~ in accordance with Regulation UCF-3.0134 with the Office of Institutional Equity. The Office of ~~Institutional Equity~~Equal Opportunity and Affirmative Action Programs is available to assist employees, students, ~~contractors~~ and members of the university community~~visitors~~ ~~in~~with reporting discriminatory conduct, obtaining information about the options to informally resolving a complaint, or pursing an investigation by the Office of Institutional Equity~~filing a formal grievance~~.

(76) The University, in affirming equal opportunity practices, is committed to a continuing program of promotion and maintenance of an affirmative action program. The University, as a federal contractor, is required by law to maintain a current affirmative action plan for the University. For further information about that plan, contact the Office of Institutional Equity~~Equal Opportunity and Affirmative Action Programs~~, University of Central Florida, Orlando, Florida 32816.

*Authority: BOG Regulation 1.001. History—New 10-8-75, Amended 1-10-82, 1-9-83, 12-27-83, 12-27-84, Formerly 6C7-3.01, Amended 3-27-86, 1-6-93, 3-16-03, 11-07-07, 07-10-08. Formerly 6C7-3.001, Amended 3-25-00, 1-3-11, \_\_\_\_\_-17.*

## Attachment B

### **UCF-3.0134 Complaints and Grievances Alleging Discrimination, Discriminatory Harassment or Retaliation.**

(1) This regulation outlines the procedures to be used for processing complaints/grievances alleging unlawful discrimination, discriminatory harassment, or retaliation. Federal and state laws protect employees, students, and other members of the University community ~~invitees~~ against discrimination, discriminatory harassment and retaliation. University policies have been developed to explain that protection and to offer solutions when discrimination is alleged on the basis of an individual's race, color, ethnicity, sex, ~~national origin, religion, non-religion, age, genetic information, sex (including pregnancy and parental status), gender identity or expression, sexual orientation, marital status, physical or mental~~ disability (including learning disabilities, intellectual disabilities, and past or present history of mental illness), political affiliations, age, veteran status (as protected under the Vietnam Era Veterans' Readjustment Assistance Act), ~~marital status or parental status~~ or membership in any other protected classes as set forth in state or federal law.

(2) The Office of Institutional Equity's Investigation ~~Discrimination Grievance~~ Procedures are ~~is~~ the university's procedures for addressing allegations that an employee or third party engaged in discrimination, discriminatory harassment, or retaliation against an individual for reporting, in good faith, any discrimination or discriminatory harassment or participating in or being a party to any investigation or proceeding related to the University's Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy, No. 2-004 ~~based on sex, race, national origin, religion, disability, age, veteran status, sexual orientation, marital status, or parental status.~~ Reports in which a student is alleged to have engaged in discrimination, discriminatory harassment or retaliation are governed by The Golden Rule. These procedures ~~It responds~~ to the University's obligations under various laws to provide equal opportunity in employment and

## Attachment B

educational programs, and to provide access. A list of statutory and regulatory authorities is maintained on the Office of Institutional Equity's~~EO/AA-Office's~~ homepage.

### (3) Processing Complaints/Grievances Alleging Discrimination.

(a) When an allegation of unlawful discrimination, discriminatory harassment or retaliation is involved, the individual may elect to submit a written complaint/grievance under this procedure. Unless specifically prohibited by the terms of an applicable collective bargaining agreement, the complainant/grievant may submit a complaint/grievance directly to the university's Office of Institutional Equity~~Equal Opportunity and Affirmative Action (EO/AA)~~. A representative of that office will communicate with those involved in the complaint/grievance.

(b) An employee complaint/grievance submitted through other grievance procedures but which alleges discrimination, discriminatory harassment or retaliation will be submitted to the Office of Institutional Equity~~Director of EO/AA~~.

(c) Where a complaint/grievance is submitted to the Office of Institutional Equity~~EO/AA~~, the complainant~~grievant~~ will be notified in writing of the findings of the investigation. Findings from this procedure may be considered in an employee grievance initiated under other procedures, but no grievance will be processed through more than one university administrative forum.

~~(d) Reports of discrimination or retaliation will be reviewed and resolved appropriately. Reports are differentiated from grievances alleging discrimination. Reports are defined as information conveyed directly to EO/AA, or to that office from another university representative receiving information. An individual using~~

## Attachment B

~~that format may forego an individual remedy in favor of a generalized corrective action or may describe a situation that does not meet the definition of discrimination or retaliation.~~

(4) Unlawful Retaliation. Federal and state laws protect every individual who makes a good faith report of discrimination or discriminatory harassment or participates in or is a party to any investigation or proceeding regarding discrimination or discriminatory harassment~~files a discrimination grievance, or assists in the investigation,~~ from acts of retaliation. Retaliation is defined as any adverse actions taken against a person for making a good faith report of discrimination or discriminatory harassment or participating in any proceeding related to such a report. Retaliation includes threatening, intimidating, harassing, coercing or any other conduct that would discourage a reasonable person from engaging in the protected activity~~an individual who files or assists with a discrimination grievance.~~

(5) Substantiated discrimination, discriminatory harassment and retaliation complaints/~~grievances or retaliation grievances~~ will be addressed with appropriate corrective action. The Office of Institutional Equity~~EO/AA~~ will inform the President, Provost, or appropriate Vice President when an investigation concludes with findings of unlawful discrimination, discriminatory harassment, or retaliation. The President, Provost, or appropriate Vice President will take steps to implement actions that will correct the conduct~~unlawful discrimination or retaliation~~. These include but are not limited to changes in regulations, policies, or procedures; discipline administered through standard procedures; changes in the complainant's~~grievant's~~ status to achieve a non-discriminatory environment; or other remedies deemed appropriate.

**Attachment B**

*Authority: BOG Regulation 1.001. History—New 12-27-83, Formerly 6C7-3.134, Amended 1-6-93, 4-23-03; Formerly 6C7-3.0134, Amended 5-18-09, \_\_\_\_\_-17.*

## Attachment C

### UCF-5.020 Religious Observances

- (1) The University of Central Florida will reasonably accommodate the religious observances, practices, and beliefs of individuals in regard to admissions, class attendance, and the scheduling of examinations and work assignments. A student who desires to observe a religious holy day of his or her religious faith must notify all of his/her instructors at the beginning of the term to be excused from classes to observe the religious holy day.
- (2) The student will be held responsible for any material covered during the excused absence, but will be permitted a reasonable amount of time to complete any work missed. Where practicable, major examinations, major assignments and University ceremonies will not be scheduled on a major religious holy day.
- (3) Students who are absent from academic or social activities because of religious observances will not be penalized.
- (4) A student who believes that he/she has been unreasonably denied an educational benefit due to his/her religious belief or practices may seek redress with the Office of Institutional Equity in accordance with that office's Investigation Procedures~~the Student Grievance Procedure,~~  
~~explained fully in The Golden Rule student handbook (in the section entitled "Office of the General Counsel").~~

*Authority: BOG Regulations 1.001 and 6.0115. History – New 11-13-09. Amended – \_\_\_\_\_-17.*

**ITEM: CLC-7**

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

**SUBJECT:** Revision to University Regulation UCF-3.0122 Resignation and  
Nonrenewal of Non-unit Faculty and Administrative and Professional  
Staff Members

**DATE:** October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Approve the attached amendments to existing UCF Regulation UCF-3.0122.

**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-3.0122 is being amended to clarify the procedures for providing notice of non-renewal to employees. Additionally, the regulation is amended to articulate the actions available following a non-renewal and the exemptions to the non-renewal procedures for special categories of employees.

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**Supporting documentation:** Attachment A: Proposed Amended Regulation UCF-3.0122  
(redline)

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

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

## Attachment A

### UCF-3.0122 Resignation and Nonrenewal of Non-unit Faculty and Administrative and Professional Staff Members.

#### (1) Resignation by the Employee.

- (a) Non-unit Faculty and Administrative and Professional (“A&P”) staff members shall give one month’s written notice of resignation if possible.
- (b) Failure to provide at least two (2) weeks’ written notice of resignation will result in the designation of the employee as ineligible for rehire, except in cases of medical or family emergency, or where the employee’s early departure is approved by the University.
- (c) Employees are required to work their resignation notice period unless on approved leave of absence. Failure to work during the resignation notice period will result in the designation of the employee as ineligible for rehire.

#### (2) Nonrenewal by the University.

- (a) Non-unit ~~administrative~~ faculty and A&P staff members have no expectation of continued employment beyond the terms listed herein. These employees may be given a notice of nonrenewal for any reason, subject to the notice provisions herein, at any time during their employment, and such notice supersedes any term provisions of an appointment or contract. Notice is provided to allow time for the employee to seek other employment, either with UCF or elsewhere. Any reference to “non-unit faculty” in this Regulation specifically excludes tenured faculty.
- (b) ~~The University reserves the right to terminate employment. An employee may be notified of nonrenewal at any time during their employment, and this supersedes any term provisions of an appointment or contract.~~
- ~~(c)~~ Nonrenewal means an employee is given written notice of that his or her employment with the University will end at the time set forth in the written notice termination of the employment relationship with the University after the end of the applicable notice period as set forth below.

#### (3) ~~Notice periods~~ Terms and Conditions of Notice; Notice Periods

- (a) Non-unit Faculty and A&P staff members with up to 6 months of employment in their current pay plan, may be given two weeks’ notice terminating the employment relationship. ~~Two weeks’ pay may be given in lieu of notice.~~

## Attachment A

- (b) Non-unit Faculty and A&P staff members with at least six months but fewer than 2 (2) years ~~12 months~~ of employment in their current pay plan may be given ~~two~~ four (4) weeks' ~~months'~~ written notice terminating the employment relationship.
  - (c) Non-unit Faculty and A&P staff members with at least two (2) years ~~12 months~~ but fewer than ~~24 months~~ five (5) years of employment in their current pay plan, may be given ~~three months'~~ twelve (12) weeks' written notice terminating the employment relationship.
  - (d) Non-unit Faculty and A&P staff members with at least two five (5) years but fewer than ten (10) years ~~or more years~~ of employment in their current pay plan may be given ~~six months'~~ sixteen (16) weeks' written notice terminating the employment relationship.
  - (e) Non-unit Faculty and A&P staff members with ten (10) years or more of employment in their current pay plan may be given twenty (20) weeks' written notice terminating the employment relationship.
  - (f) Notwithstanding any provision of this regulation, employees hired on or moved to Executive Service appointments may have their employment terminated with sixty (60) days' written notice of nonrenewal, regardless of how long the individual has been employed with the University.
- (4) ~~The decision to nonrenew a University employee shall not be based on constitutionally or statutorily impermissible grounds.~~
- ~~(5)~~ Following receipt of the notice of nonrenewal, the employee may be reassigned to other duties and responsibilities. ~~Regardless of a reassignment, however, the employer~~ An employee reassigned during a notice of nonrenewal period is entitled to the same level of salary he or she received prior to reassignment. committed to compensate the employee until the effective date of nonrenewal. An employee on notice of nonrenewal shall not receive any pay increase during the notice period.
- (5) At the time of or following issuance of a notice of nonrenewal to any employee, the University may elect in its discretion to pay the employee for all or a portion of the notice period, as may be allowed under Florida law. If the University elects this option, it shall pay the employee an amount, less withholding, equal to the salary for that portion of the notice period which the University is paying out, and the employee's employment shall terminate immediately.
- (6) Exceptions to Notice Requirements; Special Conditions.

**Attachment A**

- (a) Employees on “soft money”. Notwithstanding paragraphs (2) and (3) above, the University may nonrenew without notice, no notice need be provided to employees ~~(i)~~ who are on “soft money” (e.g., contracts and grants, sponsored research funds, and grants and donations trust funds) with less than five continuous years of service on such “soft money” appointments in their current pay plan. For employees on “soft money” with five years or greater of such continued service in their current pay plan, the University shall provide ninety (90) days’ notice of nonrenewal if ~~shall be provided contingent upon funds being~~ are available in the contract, grant or fund. ~~or~~
- (b) Employees on Visiting Appointments. Notwithstanding paragraphs (2) and (3) above, the University may nonrenew an employee on a Visiting Appointment without providing notice. ~~(ii) who are on a Visiting Appointment. For employees on “soft money” with five years or greater of such continued service in their current pay plan, ninety (90) days’ notice shall be provided contingent upon funds being available in the contract, grant or fund.~~
- (c) ~~b~~ Each ~~such~~ employee on “soft money” or a Visiting Appointment ~~referenced in paragraph (a) above~~ shall have the following or an equivalent statement included in an appointment document or employment agreement: “Your employment is a Visiting Appointment or is funded by ‘soft money’ as defined in Regulation UCF-3.0122 and may cease with little or no notice.”
- (7) The decision to nonrenew a University employee shall not be based on constitutionally or statutorily impermissible grounds. Notwithstanding any of the above, employees hired on Executive Service appointments may have their employment terminated with sixty (60) days’ written notice.

*Authority: BOG Regulation 1.001. History—New 4-30-81, Formerly 6C7-3.122, Amended 1-6-93, 4-23-03, 7-16-07; Formerly 6C7-3.0122, Amended 5-7-09, 8-25-14, \_\_\_\_\_-17.*

**ITEM: CLC-8**

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

**SUBJECT:** Article 5, AFSCME Activities; Article 7, Wages; and Article 13, Change in Assignment; of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County and Municipal Employees

**DATE:** October 26, 2017

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**PROPOSED COMMITTEE ACTION**

Recommend ratification of the reopened articles of the 2016-2019 Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County, and Municipal Employees.

**BACKGROUND INFORMATION**

Over 1,100 USPS employees at the University of Central Florida are represented for purposes of collective bargaining by the American Federation of State, County, and Municipal Employees. The collective bargaining agreement includes the Blue Collar Unit, the Administrative and Clerical Unit, and the Other Professional Unit. The parties entered into a three-year collective bargaining agreement on January 13, 2017, and pursuant to that agreement negotiations for reopened articles began in September 2017. The University of Central Florida administration recommends in favor of ratification.

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**Supporting documentation:**

Attachment A: Article 5, AFSCME Activities; Article 7, Wages; and Article 13, Change in Assignment; of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the American Federation of State, County and Municipal Employees

**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**

**Article 5**

**AFSCME ACTIVITIES**

5.1 Policy. The president of Council 79 shall be responsible for all decisions relating to employee representation activities covered by this Agreement and will handle those AFSCME activities which require action by or coordination with the president or his designees. The president or designee will initiate contact with the president of Council 79 concerning matters that require action by, or coordination with, Council 79.

5.2 Designation and Selection of Representatives.

A. The president of Council 79 shall annually furnish to the CHRO or CHRO's designee, no later than August 15, a list of Stewards/AFSCME Employee Representatives, the local AFSCME President, and AFSCME Staff Representatives, including the employee's name, department and phone number. AFSCME shall notify the CHRO or designee, in writing, of any changes to the Steward/AFSCME Employee Representative, local AFSCME President, and AFSCME Staff Representatives. The university will not recognize any person as a Steward/AFSCME Employee Representative, local AFSCME President, or AFSCME Staff Representative whose name does not appear on the list.

B. The president of Council 79 shall be authorized to designate employees to serve as Stewards/AFSCME Employee Representatives with no more than five (5) employees so designated; provided, however, that no more than one steward shall be permitted to handle a particular grievance.

5.3 Representative Access.

A. Representatives of AFSCME shall have access to the premises of the university in accordance with policies regarding public access to State property.

B. Should a Representative of AFSCME desire access to premises not available to the public under university policy for the purpose of investigating a grievance, he/she shall contact the Director who shall have the sole and exclusive discretion to grant (or not grant) such access and (if granted) the conditions of the access (e.g., location, length of time, etc.). Under no circumstances will such access request be granted where the access could impede university operations or interfere with the work of the employees.

C. AFSCME shall have the right to use university facilities for meetings on the same basis as they are available to other non-university related organizations.

D. The university may establish an account into which AFSCME may deposit funds that would be used to reimburse the university for services provided.

5.4 Copies of Agreements.

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A. The university will make available on the Office of Human Resources website at <http://www.hr.ucf.edu> a copy of the ratified Agreement. The university will also provide printed copies of the Agreement to the AFSCME Stewards and representatives included on the list referenced in Section 5.2A above, as well as have copies available in the Office of Human Resources and Facilities and Safety Human Resources.

B. The university will arrange to provide a legally translated collective bargaining agreement in Spanish. The university and union will share equally the cost of translation.

### 5.5 Information Provided to the Union.

The university will provide the president of AFSCME Local 3345 with the following information, upon written request of the union, up to four times per year:

1. Name
2. Home address
3. Department

### 5.6 Bulletin Boards.

A. The university agrees to provide wall space for AFSCME-purchased bulletin boards at twenty (20) locations mutually agreed upon between the university and AFSCME.

B. The materials posted on the boards shall be restricted only to official AFSCME matters. No material shall be posted which is derogatory to any person or organization, or which constitutes election campaign material for or against any person or organization or faction thereof, except that election material relating to AFSCME elections may be posted on such boards. Materials to be posted shall simultaneously be provided to the Director. Any posted material not meeting the above standards may be removed by the university.

C. Posting must be dated, approved, and signed by the local AFSCME president.

### 5.7 Regulations and Agendas.

A. The agendas and minutes of the meetings of the Board of Trustees shall be available to the local AFSCME president via the Board of Trustees website at <http://bot.ucf.edu>.

B. The university shall provide the local AFSCME president a copy of its regulations published online.

C. At least 21 days prior to the adoption or amendment of any university personnel regulation or policy which will change the terms and conditions of employment for employees, the university will provide notice to the AFSCME Local President of its intended action, including a copy of the proposed regulation or policy, and the name of a person at the

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university to whom AFSCME may provide comments, concerns, or suggested revisions. (This notice provision will not apply where a regulation is promulgated as an emergency regulation.) AFSCME may provide written comments, concerns, or suggested revisions to the university contact person within 10 days of receipt of the notice. The university will consider and respond in writing to the comments, concerns, and suggestions of AFSCME within 10 days of their receipt by the university; such response will include the reasons for rejecting any suggested revisions. AFSCME may also confer with the CHRO concerning the proposed revisions to a university personnel regulation or policy; however, AFSCME must request such consultation within 10 days of receipt of notice of the proposed regulation or policy revision. Nothing in this Section precludes or limits, or is intended to preclude or limit, AFSCME from exercising rights related to regulation proceedings.

### 5.8 Negotiations.

A. Parties and Location. AFSCME agrees that all collective bargaining is to be conducted with university representatives designated for that purpose by the president or his/her designee. There shall be no negotiations by AFSCME at any other level.

B. AFSCME Committee. AFSCME shall designate in writing not more than six (6) employees to serve as its Negotiation Committee. The Committee shall consist of not more than one (1) employee from each unit represented by this Agreement. In the event that an employee designated as a Committee member is unable to attend AFSCME negotiations, AFSCME may send an alternate Committee member. Three officers of AFSCME Local 3345 shall be paid their regular rate of pay during negotiations, up to a maximum of 15 hours for the duration of a full book contract bargaining and 5 hours for the duration of a reopener.

### 5.9 Leave for Negotiating and Other AFSCME Activities.

Employees shall have the right to request use of accrued annual leave, in writing, for the purpose of attending AFSCME conventions, AFSCME conferences, Labor-Management Committee meetings, and negotiating sessions. The use of such leave shall be governed by the same rules and regulations as any other annual leave; provided, however, that the use of such leave shall not impede the operations or staffing of the university. When the request for annual leave for the purposes of attending negotiating sessions or Labor-Management Committee meetings is denied, the supervisor shall provide such denial in writing.

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### Article 7

### WAGES

#### 7.1 Salary Increases.

A. For Fiscal Year 2017-18 6.17%, 1.52.25% across-the-board base salary increases shall be administered to eligible employees effective the first pay period subsequent to ratification by both parties. The eligibility criteria are:

1. Employee was hired on or prior to June 30, 2016 and has been continuously employed through the date of implementation.
2. Employee has a current performance appraisal of at least "Effective." If a current performance appraisal is not on file with Human Resources, a performance rating of "Effective" will be assumed. Any employee with a less than "Effective" rating on file who receives an updated rating of "Effective" or higher on or prior to June 30, 2016, shall receive the raise effective the beginning of the first pay period subsequent to receipt in Human Resources.
3. Employee has not received a termination notice or an advanced notice of separation at the time of implementation. Employees on interim or other time-limited appointments are eligible for this salary increase.

~~B. For Fiscal Year 2016-17, a 1.0% discretionary merit increase will be allocated and administered to eligible employees, effective the first pay period subsequent to ratification by both parties. The eligibility criteria are:~~

~~Employee was hired on or before June 30, 2016 and has been continuously employed through the date of implementation.~~

~~Employee has not received any written reprimand or suspension from July 1, 2016, through December 31, 2016. The employee's 2015 performance evaluation should be considered as an important component of the recommendation process.~~

~~Employee has not received a termination notice or an advanced notice of separation at the time of implementation. Employees on interim or other time limited appointments are eligible for a merit based salary increase.~~

~~C. In addition to the across the board increases taking effect on January 13, 2017, all employees eligible for that increase shall receive a one time payment of \$275.00 on February 3, 2017, or as soon as practicable thereafter.~~

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

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

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

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**Article 13**

**CHANGE IN ASSIGNMENT**

13.1 Procedure.

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

B. All employees who are interviewed may obtain notice of the university's decision via the university's online recruitment system.

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

13.2 Notice Upon University Initiated Reassignment. An employee shall normally be given a minimum of fourteen (14) days' notice prior to the university reassigning the employee. The parties agree, however, that these notice requirements shall not be required during an emergency, when necessary to accommodate modified duty for employees returning from medical leave, or in other extraordinary conditions. Employees who are reassigned by the university's initiative will be paid a lump sum of \$500.00 if the reassignment removes a shift differential and/or moves them to a different campus. UCF campuses are listed as: Main Campus, Lake Nona, Rosen, Downtown, and Cocoa. Open positions will be posted on the UCF website.

13.3 The university retains the right to assign the employee specific duties or tasks, at any time, that are characteristic to the employee's current job classification.