



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees Meeting
Virtual Meeting
April 23, 2020**

8:30 a.m. – 1:30 p.m.

Conference call in phone number 1-844-992-4726, access code 790 565 321#

AGENDA

1. Welcome and call to order Beverly Seay, *Chair*

2. Roll Call Karen Monteleone, *Assistant Vice President, Board Relations*

3. Public Comment Karen Monteleone
 - INFO – 1 Information Electronic Public Comment Form
Karen Monteleone

4. [Minutes of February 20, 2020, March 13, 2020, March 20, 2020, March 24, 2020, and March 26, 2020 meetings](#) Chair Seay

5. Remarks President Alexander Cartwright
 - Discussion COVID-19 and UCF’s Strategic Future
Chair Seay and President Cartwright

6. Reports Chair Seay
 - INFO – 2 Information IT and Cybersecurity Emerging Issues Update
Trustee Harold Mills
Moderator: Dr. Joel Hartman, Vice President and Chief Information Officer
Presenters: Michael Sink, Associate Vice President

and IT Chief Operating Officer, and Chris Vakhordjian, Associate Vice President and Chief Information Security Officer

7. Break

8. Reports, continued

INFO – 3 Information

UCF Health Emerging Issues Update
Trustee Joseph Conte
Moderator: Deborah C. German, MD, Vice President for Health Affairs
Presenters: Danny Cavallo, Chief Financial Officer College of Medicine, AVP Finance and Administration Academic Health Science Center; Marcia Katz, MD, Associate Dean of Clinical Affairs, Chief Medical Officer, Professor of Medicine and Jeanette Schreiber, JD, MSW, Sr. AVP for Health Affairs, Chief Legal Officer, College of Medicine

9. Advancement Committee Report

Chair Gaekwad

10. Audit and Compliance Committee Report

Chair Conte

11. Compensation and Labor Committee Report

Chair Sprouls

12. Educational Programs Committee Report

Chair Bradley

EP – 1 Motion

Conferral of Degrees for Spring 2020 Commencement Ceremonies (*Bradley*)

EP – 2 Motion

UCF 2020 Accountability Plan (*Bradley*)

13. Executive Committee Report

Chair Seay

14. Finance and Facilities Committee Report

Chair Martins

15. Governance Committee Report

Chair Yeargin

16. Consent Agenda

Chair Seay

ADV – 1 Motion

Third Amended and Restated Advancement Committee Charter (*Gaekwad*)

CL – 1	Motion	Article 3: UFF Privileges, Article 17: Leaves, Article 18: Inventions and Works, and Article 23: Salaries of the Collective Bargaining Agreement with the United Faculty of Florida (<i>Sprouls</i>)
CL – 2	Motion	Termination of Performance Unit Plan Incentive Awards (<i>Sprouls</i>)
CL – 3	Motion	Approval of UCF Health Clinical Provider and Directors Compensation Plan (<i>Sprouls</i>)
EP – 3	Motion	Tenure with Hire (<i>Bradley</i>)
EP – 4	Motion	UCF 2020 Tenure Recommendations (<i>Bradley</i>)
EP – 5	Motion	New Degree Program Preproposal – Bachelor of Science in Data Science (<i>Bradley</i>)
FF – 1	Motion	Finance and Facilities Committee Charter Review (<i>Martins</i>)
FF – 2	Motion	Update Signature Authority for Checks (<i>Martins</i>)
GOV – 1	Motion	Amendments to University Regulation UCF-4.022 Deferred Payment Status (<i>Yeargin</i>)
GOV – 2	Motion	Amendments to University Regulation UCF-5.017 Appeals of Graduate Programs Actions (<i>Yeargin</i>)
GOV – 3	Motion	Amendments to University Regulations UCF-2.002 Undergraduate Admission of First-time, Degree-seeking Freshman and UCF-2.004 Admission of Undergraduate Transfer Students (<i>Yeargin</i>)
GOV – 4	Motion	Amendments to University Regulations UCF-2.003 Admission of Graduate Students, UCF-2.009 Admission of International Students and UCF-2.036 College Credit for Non-traditional Courses Prior to Initial Enrollment (<i>Yeargin</i>)
GOV – 5	Motion	UCF Foundation Bylaws Amendments (<i>Yeargin</i>)
GOV – 6	Motion	Nomination of Abraham Pizam for Honorary Doctoral Degree of Commercial Science (<i>Yeargin</i>)

- | | |
|-----------------------------------|--|
| 17. New Business | Chair Seay |
| 18. Announcements | Chair Seay |
| Board of Trustees Retreat | May 21, 2020
<i>(TBD)</i> |
| Board of Trustees Meeting | June 18, 2020
<i>(TBD)</i> |
| Board of Governors Meeting | June 23 – 25, 2020
<i>(TBD)</i> |
| 19. Break | |
| 20. Trustee Virtual Working Lunch | Chair Seay |
| INFO – 4 Information | Communications and Marketing Emerging Issue Update
<i>Trustee Kyler Gray</i>
<i>Moderator: Patrick Burt, Associate Vice President, University Marketing</i>
<i>Presenter: Lindsay Neuberger, Associate Professor, Nicholson School of Communication and Media</i> |
| 21. Adjournment | Chair Seay |

ITEM: INFO - 1

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Electronic Public Comment Form

Background:

In agreement with COVID-19 guidelines, the April 23, 2020 Board of Trustees meeting will be held on a virtual platform. There is no physical meeting location.

An electronic public comment form can be found on the University of Central Florida Board of Trustees website, ensuring that the public has an opportunity to address the board.

<https://bot.ucf.edu/files/2020/04/Public-Comment-Electronic-Request-1.pdf>

Issues to be Considered:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

N/A

Authority for Board of Trustees Action:

Section 7.6 of the University of Central Florida's Eighth Amended and Restated Bylaws,

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Seay has approved adding this item to the agenda.

Submitted by:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: Public Comment Web Sign-in Sheet

Facilitators/Presenters:

Karen Monteleone

Call-In Public Comment Speaker Sign-In UCF Board of Trustees Meeting

Instructions:

Per BOT Bylaws, your public comment request must be received prior to the commencement of the board meeting, however due to the virtual format of this meeting, please plan to call-in 15 minutes prior to meeting start time. This will ensure connectivity and allow you to identify yourself as a public comment speaker.

Please complete this form and read the acknowledgement below.

It is mandatory you fill the form out completely, so we may unmute your phone number to allow you to make your comment.

Once complete, email a copy of your form to:

BoardOffice@ucf.edu

By signing this document, I acknowledge the following:

- I will be making a statement and will not expect a response or dialogue by any Board member.
- I understand that I will be given up to **three minutes** to speak and must end my statement when instructed to do so.
- I will only give my statement once my name is called.

Date of Board meeting: _____

Full name (printed): _____

Phone number you will be calling from: _____

Topic of comment: _____

**Minutes
Board of Trustees Meeting
University of Central Florida
February 20, 2020**

Chair Beverly Seay called the meeting of the Board of Trustees to order at 8:30 a.m. at the UCF *FAIRWINDS* Alumni Center.

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

WELCOME

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

The following board members attended the meeting: Chair Beverly Seay, Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Kyler Gray, Caryl McAlpin, Michael Okaty, William Self, David Walsh and William Yeargin.

Trustees Harold Mills and John Sprouls joined via teleconference.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

Bradley moved to approve the minutes of November 6, 2019, November 14, 2019, December 16, 2019 and January 17, 2020 meeting and the retreat minutes of May 17, 2019 and November 20, 2019. Seay stated that the minutes stood approved as presented.

REMARKS

Seay officially congratulated and welcomed the new trustees to the board and called on Interim President Thad Seymour for remarks.

Seymour noted the following faculty and student highlights:

- Carolina Cruz-Neira – UCF’s seventh National Academy of Engineering faculty member.
- At least 10 of UCF’s young faculty members will receive Early Career Awards from the National Science foundation, which is a UCF record.
- The next class of Pegasus Professor and Reach for the Stars faculty members.
- The next Order of Pegasus students, which included Trustee Kyler Gray.

Seymour also stated the following recognitions:

- *DIVERSE Issues in Higher education* highlighted the Brother to Brother mentoring program for underrepresented students.
- The Multicultural & Academic Support Services (MASS) Collegiate Male Institute was selected for the 2019-2020 National Association of Student Personnel Administrators (NASPA) Excellence Bronze Award for Equity, Inclusion, and Social Justice Programs.

Seymour recognized Dr. Theodorea Regina Berry, Vice Provost for Student Learning and Academic Success and Dean of the College of Undergraduate Studies.

Seymour provided an update on UCF's performance funding and preeminence metrics. He noted UCF should have about the same points in performance funding and a predicted eight metrics achieved for preeminence for the second year in a row.

Seymour concluded his report by recognizing Seay who was selected as the 2020 Women in Defense Service to the Flag awardee for Industry.

Presidential Search Update

BOT-1 Presidential Candidate Evaluation Criteria

Seay said at its February 12, 2020 meeting, the search committee reviewed and provided feedback on an expanded list of criteria that was developed under the broader characteristics included in board's Leadership Statement. The finalized presidential candidate evaluation criteria were presented for the Board's approval.

Martins moved to approve the presidential candidate evaluation criteria with Bradley providing the second. The motion passed unanimously.

INFO-1 Presidential Transition Update

Conte provided a brief update on the presidential transition plan. He indicated very early discussions have occurred and the general focus of the transition will include global concepts that address the immediate needs of the university. The strategy of the transition will take into consideration the activities that will dominate the first sixty days of the presidency.

REPORTS

INFO-2 Enrollment Strategy Task Force Update and Discussion

Seay shared a slide reflecting the university's operating revenues for the past five years. She noted the second highest source of revenue is student tuition and fees, which is directly connected to the university's enrollment strategy.

Seay recognized Self to moderate the discussion on enrollment strategy.

Following an information presentation from Seymour, the Trustees engaged in dialogue and the following highlights were noted:

- Seay indicated the need to focus on research challenges and increase graduate student population.
- McAlpin asked for the breakdown of medical vs nonmedical and which area can be grown the fastest.
- Gaekwad requested the benchmarks of the Direct Connect program against other SUS universities.

Self thanked Seymour and provided the following comments regarding best practices at the national level:

- To have an enrollment management committee that has a key leader, typically a senior vice president.
- The plan should be futuristic, looking at the next trends.
- Comprehensive and integrated in both curriculum and co-curriculum aspects.
- Data informed
- Technology current
- Academically orientated but include athletics, residential life, internships, and service of students.

Self noted that in 2005 the Board approved a resolution that was the framework for Direct Connect.

Self thanked the task force and sub committees for their work. He said the data will be used as a basis for a long-term plan. He highlighted several of the recommendations from the major ready work group. Self also noted that 31 percent of all transfer students in the state of Florida in the fall 2018 were at UCF.

Self advocated for the following requests:

- Ask the new President to develop an enrollment plan within a year.
- The academic constituents should be part of an enrollment plan committee.
- The next plan should incorporate a college admission model and/or a critical tracking course model.
- Out-of-state recruiting at a national level.
- Review and revise the Direct Connect program.

Seay indicated research needs to continue on enrollment management at UCF and be presented to the new president so a strong plan can be established. She thanked Self, Seymour, the task force and its sub committees.

INFO-3 Emerging Issues Updates

Seay called on the trustees to provide brief updates on their assigned emerging issues:

- Mills provided an update on IT/Cybersecurity and the enterprise ERP upgrade.
 - Seay requested that the next briefing should include dashboards used by senior management, especially those for cyber security.
- Scott Cole, Vice President and General Counsel, provided historical background and current information on BRIDG. Walsh provided a more in-depth update on BRIDG noting the actions taken to secure investment partners. The trustees had the following comments and questions:
 - Yeargin confirmed that UCF, as the accounting agent, is still funding payroll and asked if there was a process in place to select a new agent to manage their payroll.
 - Seymour said his intent is to move ahead with a 30-day notice.
 - Seay asked when they would execute 1.2 million in reductions, when would the consultant come on board, what authority the consultant would have and who would be paying their salary.
 - Okaty said Seymour should move forward with replying to letters received from BRIDG and the County.

Due to time constraints, Seay said the remainder of the emerging issues updates would be provided at the working lunch.

ADVANCEMENT COMMITTEE REPORT

Gaekwad, Chair of the Advancement committee, reported highlights from the committee meeting held on February 19, 2020. He discussed information items INFO-1 through INFO-3.

Gaekwad said he would not entertain any agenda item requests that are not presented in a timely manner and with sufficient supporting documentation.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Conte, Chair of the Audit and Compliance Committee, reported on highlights from the committee meeting held on February 13, 2020 and reported that AUD-1 through AUD-3 were unanimously approved by the committee and placed on the consent agenda. He also discussed INFO-1 through INFO-6.

COMPENSATION AND LABOR COMMITTEE REPORT

Sprouls, Chair of the Compensation and Compliance Committee, reported on highlights from the committee meeting held on February 19, 2020.

CL-1 Presidential Assessment Criteria

Sprouls indicated this item was tabled at the committee meeting and will be brought before the board at a later date.

CL-2 Presidential Executive Compensation Analysis

Sprouls moved to approve CL-2 with a second from Walsh. The motion passed unanimously.

CL-3 Termination of the Performance Unit Plan

Sprouls moved to approve CL-3 with a second from Gaekwad. The motion passed unanimously.

CL-4 Performance Unit Plan Awards

Sprouls moved to approve CL-4 with a second from Okaty. The motion carried unanimously.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Bradley, Chair of the Educational Programs Committee, reported highlights from the committee meeting held February 6, 2020 and reported that EP – 1 through EP – 3 were unanimously approved by the committee and placed on today's consent agenda.

Bradley reported that Interim Provost Michael Johnson presented his Provost's Update to the committee on UCF's academic enterprise. Bradley also discussed information item INFO-1.

EXECUTIVE COMMITTEE REPORT

Seay, Chair of the Executive Committee, reported on highlights from the meeting held on December 16, 2019. Seay briefly discussed information items INFO – 1 and INFO – 2.

FINANCE AND FACILITIES COMMITTEE REPORT

Martins, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held on January 28, 2020. Martins reported that FF – 1 through FF – 4 were unanimously approved by the committee and placed on the board's consent agenda.

GOVERNANCE COMMITTEE REPORT

Yeargin, Chair of the Governance Committee, reported highlights from the committee meeting held on January 28, 2020.

GOV– 1 Central Florida Clinical Practice Organization, Inc. Bylaws Amendments

Yeargin moved to approved GOV-1 with Martins providing the second. The motion was approved unanimously.

Yeargin reported that GOV-2 was unanimously approved by the committee and placed on the board's consent agenda.

CONSENT AGENDA

Bradley moved to approve the consent agenda and it was unanimously approved.

NEW BUSINESS

INFO-4 Institutional Mission Statement

Seay presented the mission statement that was last approved by the Board of Trustees on May 21, 2009. She noted that in consultation with the Board, the next president will lead the development of a proposed new strategic plan, to be reviewed and approved by the BOT. This process will include a comprehensive review of the institutional mission with broad-based input from stakeholder groups.

BOT-2 Emerging Issues and Crisis Response Task Force Recommendation

Rhonda Bishop, Vice President of Compliance and Risk, presented on the crisis response task force and recommended the board adopt the crisis response plan.

McAlpin moved to approve BOT-2 with a second from Bradley. The motion passed unanimously.

Seay called on Gray for one additional item of new business. Gray informed the board on the Florida Student Association's Food and Housing Insecurity appropriations request. The request is for \$340,000 to be distributed equally among the 12 state university systems to provide additional resources for campus housing and food insecurity programs. Gray discussed how the issues apply at UCF and challenged the board to find a solution.

Seay recommended the establishment of the Kyler Board Challenge and asked the board members to collectively match the \$50K that has already been donated by the Corey family for food and housing insecurity at UCF.

ANNOUNCEMENTS

Seay made several announcements and noted that the board would be moving to the working lunch.

Trustee Working Lunch

The remaining trustees updated the board on the following emerging issues:

- Gray provided an update on Communications and Marketing
- Bradley provided an update on DSO and Auxiliary Boards
- Seay provided an update on Internal Loans
- Okaty provided an update on Contracts

- McAlpin provided an update on Real Estate and Space Utilization and Shared Services and Efficiencies
- Walsh provided an update on Stadium Infrastructure
- Conte provided an update on UCF Health
- Gaekwad provided an update on UCF Global

INFO-5 New Budget Model

Kristie Harris, Associate Vice President for Financial Affairs and Paul Jarley, Dean for the College of Business Administration, presented on the new budget model redesign. They discussed the following opportunities the redesign is seeking to address:

- Strengthen Allocation Methodology
- Promote Revenue Growth
- Drive Operational Efficiencies
- Increase Transparency
- Align Institutional Incentives

Huron representative, Jamie Ontiveros, discussed next steps by the Huron Consulting Group.

Seay adjourned the board meeting at 2:27 p.m.

Reviewed by: _____ Date: _____
Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
Janet Owen, Associate Corporate Secretary

**Minutes
Board of Trustees Emergency Meeting
University of Central Florida
March 13, 2020**

Chair Beverly Seay called the teleconference meeting of the Board of Trustees to order at 4:30 p.m.

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

WELCOME

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

Chair Beverly Seay attended the meeting in the President's Boardroom of Millican Hall.

The following board members attended the meeting via teleconference: Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Kyler Gray, Caryl McAlpin, Michael Okaty, Williams Self, David Walsh, and William Yeargin.

Trustees Harold Mills and John Sprouls were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

INFO – 1 Presidential Search

The board discussed the presidential search in light of coronavirus concerns. Chair Seay asked Alberto Pimentel, Managing Partner of Storbeck/Pimentel & Associates, to provide an update on the search process for the following week. Pimentel indicated that some planned activity with the candidates was moved up to the weekend out of concerns over travel restrictions that could be put in place.

Due to current coronavirus recommendations, the Board supported the presidential search continuing virtually. Chair Seay said the Chancellor and the Board of Governors support UCF moving forward with a virtual platform for the remainder of the presidential search.

ADJOURNMENT

Seay adjourned the board meeting at 4:49 p.m.

Reviewed by: _____

Date: _____

Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____

Janet Owen, Associate Corporate Secretary

Minutes
Board of Trustees Special Meeting
University of Central Florida
March 20, 2020

Chair Beverly Seay called the special meeting of the Board of Trustees to order at 8:35 a.m. Seay reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to attend.

WELCOME

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

Chair Beverly Seay, Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Kyler Gray, Harold Mills, Michael Okaty, William Self, and David Walsh attended the meeting in the *FAIRWINDS* Alumni Center.

The following board members attended the meeting via videoconference: Trustees Caryl McAlpin and William Yeargin.

Trustee John Sprouls was not in attendance.

PUBLIC COMMENT

There was one request for public comment. Justin Hemlepp commented on the Presidential Search.

PRESIDENTIAL CANDIDATE INTERVIEWS

Seay thanked the campus community for their input and involvement during the search process.

Self commented on the Faculty Senate's vote to delay the presidential search. The Senate urged the search committee and Board to pause the search to allow more time for the vetting process and for feedback from faculty, students and staff. Trustee Self acknowledged the importance of bringing this information before the Board, but also voiced his support for moving forward as he also had shared during the Faculty Senate meeting.

The Board of Trustees interviewed the two presidential search finalists: Cato Laurencin and Alexander Cartwright.

NEW BUSINESS

BOT-1 Selection of the University of Central Florida President-elect

Seay called on Alberto Pimentel, Managing Partner of Storbeck/Pimentel & Associates, to address the board about the process for candidate background and reference checks. Pimentel said his firm conducts extensive background investigations on final candidates including federal, state and county criminal checks and civil litigation history; credit

history and department of motor vehicle checks; social security number trace; national criminal search; global risk report check; multi-state sex offender search; and degree verification for all degrees. He said they also conduct media reviews to identify potential controversial areas of concern, and authorizations regarding the accuracy of the candidates' CV/resume and any other information provided to Storbeck/Pimentel & Associates, on behalf of the client. Pimentel also discussed feedback he received regarding areas the final candidates would excel in as well as the areas where they may require support.

After board discussion, Bradley made a motion to nominate Alexander Cartwright as the President-elect for the University of Central Florida with Martins providing the second. The motion carried unanimously.

ADJOURNMENT

Seay adjourned the board meeting at 3:06 p.m.

Reviewed by: _____ Date: _____

Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____

Janet Owen, Associate Corporate Secretary

Minutes
Board of Trustees Teleconference Meeting
University of Central Florida
March 24, 2020

Chair Beverly Seay called the teleconference meeting of the Board of Trustees to order at 9:41 a.m.

Seay reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to call in.

WELCOME

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

The following board members attended the meeting via teleconference: Chair Beverly Seay, Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Kyler Gray, Caryl McAlpin, Harold Mills, Michael Okaty, Williams Self, John Sprouls, and David Walsh.

Trustees Danny Gaekwad and Williams Yeargin were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

Martins, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held earlier in the day.

FF-1 UCF Academic Health, Inc. and Florida Cancer Specialists & Research Institute, LLC Sub-Sublease

Martins moved to approve FF-1 with McAlpin providing the second. The motion passed with a recusal from Okaty and Bradley.

FF-2 UCF Academic Health, Inc. and Clinical Education Shared Services, LLC Sub-Sublease

Martins moved to approve FF-2 with Mills providing the second. The motion passed with a recusal from Bradley.

FF-3 UCF Academic Health, Inc. and Sarah Cannon Research Institute, LLC Sub-Sublease

Martins moved to approve FF-3 with McAlpin providing the second. The motion passed with a recusal from Bradley.

FF-4 UCF Academic Health, Inc. and Central Florida Health Services, LLC Sub-Sublease

Martins moved to approve FF-4 with McAlpin providing the second. The motion passed with a recusal from Bradley.

BOT-1 Grant Approval- Inclusive Education Services:

Maribeth Ehasz, Vice President, Student Development Enrollment Services, presented on BOT-1. She said board approval is required for the submission of a two-year grant from the Florida Center for Students with Unique Abilities to support the next cohort of students in the university's Inclusive Education Services program.

Mills moved to approve BOT-1 with Bradley providing the second. The motion passed unanimously.

BOT-2 Presidential Employment Contract

Scott Cole, Vice President and General Counsel presented on BOT-2. Martins moved to approve BOT-2 with Okaty providing the second. The motion passed unanimously.

ADJOURNMENT

Seay adjourned the board meeting at 10:09 a.m.

Reviewed by: _____ Date: _____
Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
Janet Owen, Associate Corporate Secretary

FORM 8A MEMORANDUM OF VOTING CONFLICT FOR STATE OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME Bradley, Kenneth Wayne	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE UCF Board of Trustees
MAILING ADDRESS P.O. Box 160002	NAME OF STATE AGENCY UCF
CITY Orlando	COUNTY Orange
DATE ON WHICH VOTE OCCURRED March 24, 2020	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE

WHO MUST FILE FORM 8A

This form is for use by any person serving at the State level of government on an appointed or elected board, council, commission, authority, committee, or as a member of the Legislature. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

ELECTED OFFICERS:

As a person holding elective state office, you may not vote on a matter that you know would inure to your special private gain or loss. However, you may vote on other matters, including measures that would inure to the special private gain or loss of a principal by whom you are retained (including the parent or subsidiary or sibling organization of a principal by which you are retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. If you vote on such a measure or if you abstain from voting on a measure that would affect you, you must make every reasonable effort to disclose the nature of your interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes. If it is not possible for you to file a memorandum before the vote, the memorandum must be filed with the person responsible for recording the minutes of the meeting no later than 15 days after the vote.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

A member of the Legislature may satisfy the disclosure requirements of this section by filing a disclosure form created pursuant to the rules of the member's respective house if the member discloses the information required by this subsection, or by use of Form 8A.

* * * * *

APPOINTED OFFICERS:

As a person holding appointive state office, you are subject to the abstention and disclosure requirements stated above for Elected Officers. You also must disclose the nature of the conflict before voting or before making any attempt to influence the decision by oral or written communication, whether made by you or at your direction.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes.
- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION OR VOTE AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF STATE OFFICER'S INTEREST

I, Kenneth W. Bradley, hereby disclose that on March 24, 20 20 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, _____ ;
- inured to the special gain or loss of my relative, _____ ;
- inured to the special gain or loss of Advent Health, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent, subsidiary, or sibling organization of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I have recused myself on UCF Board of Trustees agenda items FF-2 to FF-4. These leases are for UCF Lake Nona which may be a competitor to my employer, Advent Health. Out of an abundance of caution I've recused myself. KB

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

March 24, 2020

Date Filed

Kenneth W. Bradley
Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

FORM 8A MEMORANDUM OF VOTING CONFLICT FOR STATE OFFICERS

LAST NAME—FIRST NAME—MIDDLE NAME <p style="text-align: center;">Okaty Michael A.</p>	NAME OF BOARD, COUNCIL, COMMISSION, AUTHORITY, OR COMMITTEE <p style="text-align: center;">University of Central Florida Board of Trustees</p>
MAILING ADDRESS P. O Box 160002	NAME OF STATE AGENCY <p style="text-align: center;">State University System of Florida - Board of Governors</p>
CITY COUNTY Orlando, Florida 32816-0002 Orange	MY POSITION IS: <input type="checkbox"/> ELECTIVE <input checked="" type="checkbox"/> APPOINTIVE
DATE ON WHICH VOTE OCCURRED March 24, 2020	

WHO MUST FILE FORM 8A

This form is for use by any person serving at the State level of government on an appointed or elected board, council, commission, authority, committee, or as a member of the Legislature. It applies to members of advisory and non-advisory bodies who are presented with a voting conflict of interest under Section 112.3143, Florida Statutes.

Your responsibilities under the law when faced with voting on a measure in which you have a conflict of interest will vary greatly depending on whether you hold an elective or appointive position. For this reason, please pay close attention to the instructions on this form before completing and filing the form.

INSTRUCTIONS FOR COMPLIANCE WITH SECTION 112.3143, FLORIDA STATUTES

ELECTED OFFICERS:

As a person holding elective state office, you may not vote on a matter that you know would inure to your special private gain or loss. However, you may vote on other matters, including measures that would inure to the special private gain or loss of a principal by whom you are retained (including the parent or subsidiary or sibling organization of a principal by which you are retained); to the special private gain or loss of a relative; or to the special private gain or loss of a business associate. If you vote on such a measure or if you abstain from voting on a measure that would affect you, you must make every reasonable effort to disclose the nature of your interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes. If it is not possible for you to file a memorandum before the vote, the memorandum must be filed with the person responsible for recording the minutes of the meeting no later than 15 days after the vote.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

A member of the Legislature may satisfy the disclosure requirements of this section by filing a disclosure form created pursuant to the rules of the member's respective house if the member discloses the information required by this subsection, or by use of Form 8A.

* * * * *

APPOINTED OFFICERS:

As a person holding appointive state office, you are subject to the abstention and disclosure requirements stated above for Elected Officers. You also must disclose the nature of the conflict before voting or before making any attempt to influence the decision by oral or written communication, whether made by you or at your direction.

For purposes of this law, a "relative" includes only your father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, and daughter-in-law. A "business associate" means any person or entity engaged in or carrying on a business enterprise with you as a partner, joint venturer, coowner of property, or corporate shareholder (where the shares of the corporation are not listed on any national or regional stock exchange).

IF YOU INTEND TO MAKE ANY ATTEMPT TO INFLUENCE THE DECISION PRIOR TO THE MEETING AT WHICH THE VOTE WILL BE TAKEN:

- You must complete and file this form (before making any attempt to influence the decision) with the person responsible for recording the minutes of the meeting, who will incorporate the form in the minutes.
- A copy of the form must be provided immediately to the other members of the agency.
- The form must be read publicly at the next meeting after the form is filed.

IF YOU MAKE NO ATTEMPT TO INFLUENCE THE DECISION EXCEPT BY DISCUSSION OR VOTE AT THE MEETING:

- You must disclose orally the nature of your conflict in the measure before participating.
- You must complete the form and file it within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes. A copy of the form must be provided immediately to the other members of the agency, and the form must be read publicly at the next meeting after the form is filed.

DISCLOSURE OF STATE OFFICER'S INTEREST

I, Michael A. Okaty, hereby disclose that on March 24,, 2020 :

(a) A measure came or will come before my agency which (check one or more)

- inured to my special private gain or loss;
- inured to the special gain or loss of my business associate, _____ ;
- inured to the special gain or loss of my relative, _____ ;
- inured to the special gain or loss of _____, by whom I am retained; or
- inured to the special gain or loss of _____, which is the parent, subsidiary, or sibling organization of a principal which has retained me.

(b) The measure before my agency and the nature of my conflicting interest in the measure is as follows:

I am a partner in the law firm of Foley & Lardner LLP (the "Firm"). The Firm represents Florida Cancer Specialists & Research Institute LLC (FCS). FCS is a subtenant under a lease with UCF Academic Health, Inc. at the UCF Lake Nona Cancer Center.

If disclosure of specific information would violate confidentiality or privilege pursuant to law or rules governing attorneys, a public officer, who is also an attorney, may comply with the disclosure requirements of this section by disclosing the nature of the interest in such a way as to provide the public with notice of the conflict.

March 31, 2020
Date Filed


Signature

NOTICE: UNDER PROVISIONS OF FLORIDA STATUTES §112.317, A FAILURE TO MAKE ANY REQUIRED DISCLOSURE CONSTITUTES GROUNDS FOR AND MAY BE PUNISHED BY ONE OR MORE OF THE FOLLOWING: IMPEACHMENT, REMOVAL OR SUSPENSION FROM OFFICE OR EMPLOYMENT, DEMOTION, REDUCTION IN SALARY, REPRIMAND, OR A CIVIL PENALTY NOT TO EXCEED \$10,000.

Minutes
Board of Trustees Emergency Meeting
University of Central Florida
March 26, 2020

Chair Beverly Seay called the teleconference meeting of the Board of Trustees to order at 11:16 a.m.

Seay reminded the board that the meeting was covered by the Florida Sunshine Law and that the public and press were invited to call in.

WELCOME

Seay welcomed the board members and called on Karen Monteleone, Assistant Vice President, Board Relations, to call the roll. Monteleone determined that a quorum was present.

The following board members attended the meeting via teleconference: Chair Beverly Seay, Vice Chair Alex Martins, Trustees Kenneth Bradley, Joseph Conte, Danny Gaekwad, Kyler Gray, Caryl McAlpin, Michael Okaty, Williams Self, David Walsh, and William Yeargin.

Trustees John Sprouls did not attend.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

INFO-1 Proposed UCF On-Campus Housing Rental Rates Increase

Seay acknowledged that the board members in attendance had listened to the previous committee discussion. Martins concurred and thanked the committee members and other trustees for the robust committee discussion and said that managing expenses is a focus of the committee, particularly in the current environment. Martins asked about the timing for noticing the potential housing rental rate increase to students and it was clarified that the notice would be sent following the meeting. Bradley suggested asking the existing Direct Support Organization (DSO) boards to also provide cost-cutting measures.

Seay said that prior to the upcoming Finance and Facilities Committee and Board of Trustees meetings, the information requested by the trustees and President Cartwright during today's meetings, along with DSO board feedback and the offer of assistance from Trustee Gaekwad, will be provided as it would be critical to the board's next discussion on this topic.

FF-1 Proposed Housing Refunds due to COVID-19 Closures

Martins said the committee unanimously approved staff's recommendation to fund the

approximate \$5.3 million in refunds from carryforward funds.

Self noted that he supports the motion but hopes the refund does not negatively affect academic budgets.

Bradley requested a financial update before the next board meeting. Seay agreed and committed to an update, preferring to call another meeting so that the trustees can collectively discuss this topic.

ADJOURNMENT

Seay adjourned the board meeting at 11:35 a.m.

Reviewed by: _____ Date: _____
Beverly Seay, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
Janet Owen, Associate Corporate Secretary



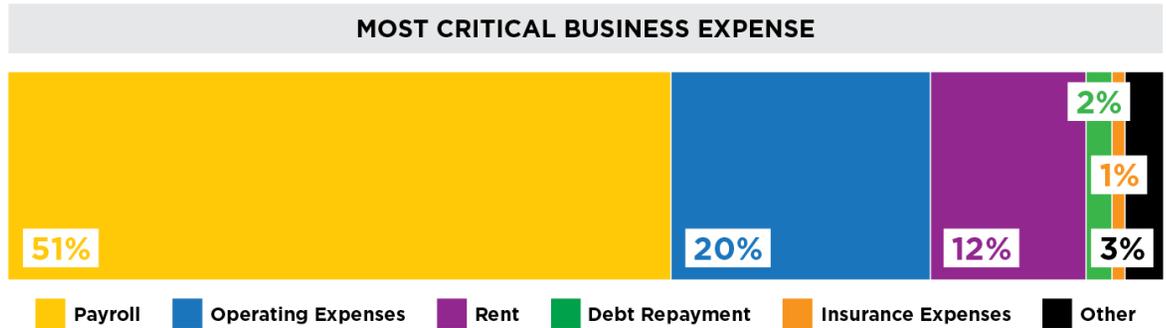
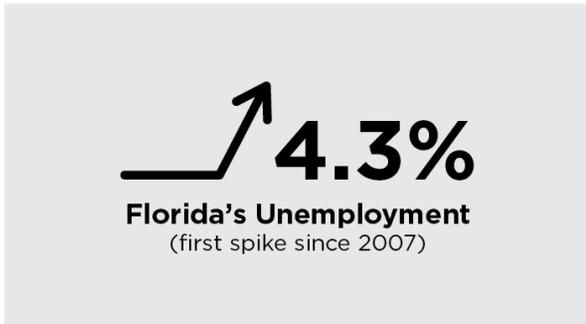
COVID-19

Responding Urgently While Planning
for UCF's Strategic Future

Orlando's Economic Outlook

CENTRAL FLORIDA BUSINESS IMPACT SURVEY				
Survey Dates	Negatively Impacted	Decline in Profits	Exhausted Cash Reserves	Layoffs or Reduced Hours
March 19-25	74%	76%	3%	55%
April 9-15	87%	86%	9%	48%

Source: COVID-19 Business Impact Survey, Orlando Economic Partnership, April 2020



Source: Orlando Economic Partnership, April 2020

Higher Ed's Response to COVID-19

64%

of AAC&U presidents leaned toward a “moderate” student campus return scenario

modifications to operations including social distancing, fewer major events and more online offerings

25%

of public colleges and universities will experience a budget shortfall of at least 5 percent

McKinsey & Company

57%

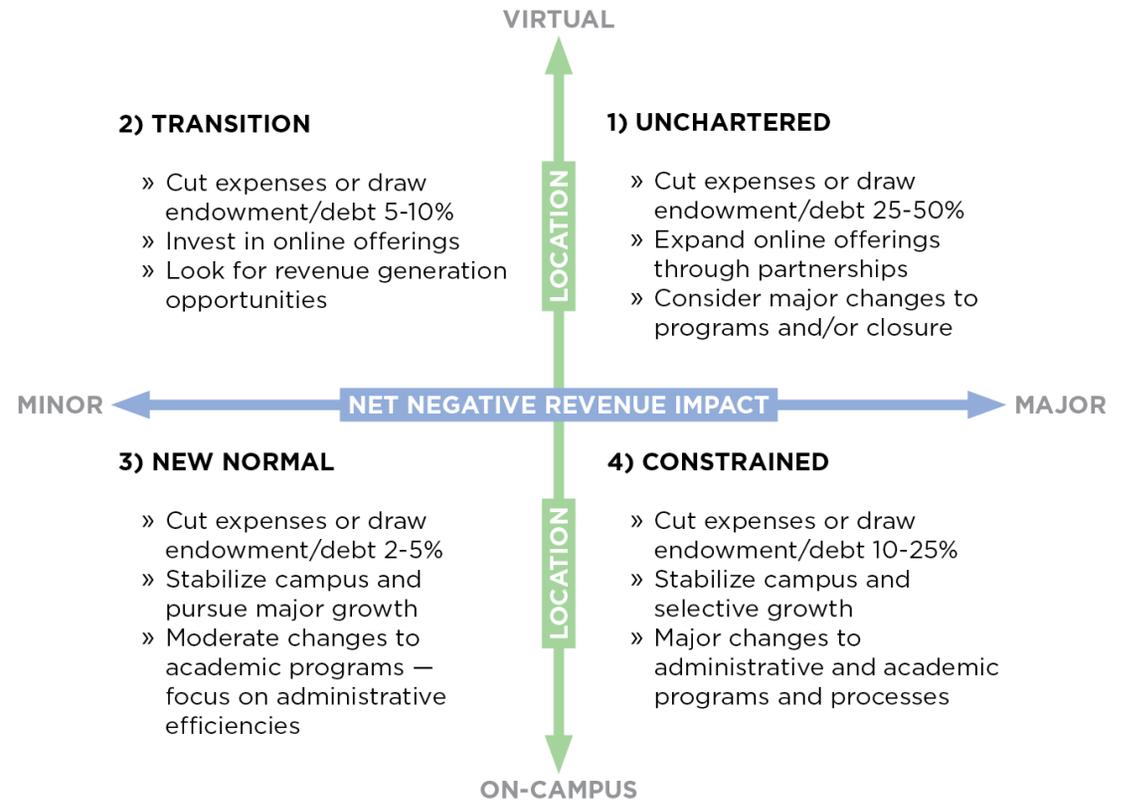
of public colleges and universities will experience a budget shortfall of at least 5 percent if classes remain online the rest of the year

McKinsey & Company

15%

estimated drop in traditional students

American Council on Education

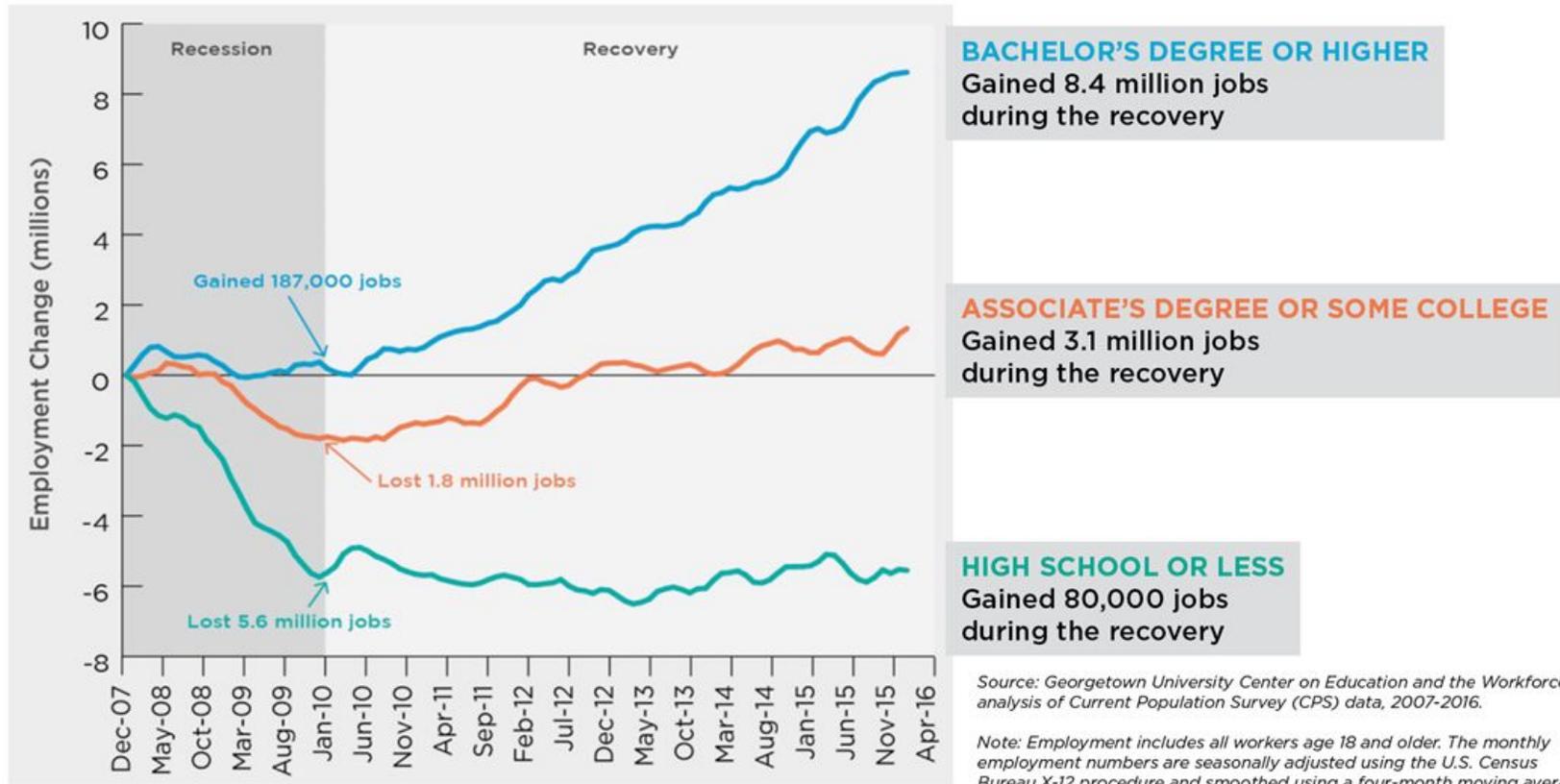


Source: *The Chronicle of Higher Education, Under COVID-19, University Budgets Like We've Never Seen Before, April 20, 2020*

Source: *Paul Friga, ABC Insights*

Post-Recession Job Gains

By Degree, 2007-2016



Timeline of UCF's Responses

To COVID-19

JANUARY

- › **1/27** – UCF's Pandemic Advisory Committee convened

FEBRUARY

- › **2/28** – First EICRT meeting on COVID-19

MARCH

- › **3/10** – Canceled all remaining study abroad programs
- › **3/12** – Canceled all university domestic and international travel for 30 days
- › **3/12** – Canceled all university-sponsored events and spring athletic competition
- › **By 3/16** – Moved all classes to remote instruction and moved employees to remote work, where possible
- › **3/25** – Limited on-campus personnel to only essential, in accordance with Orange County stay-at-home order
- › **3/25** – Provided students with option to select satisfactory/unsatisfactory or letter grading

MARCH

- › **3/26** – Board of Trustees approved partial spring housing refunds for on-campus students
- › **3/27** – Extended ban on official university travel until further notice
- › **3/30** – Partnered with Aventus Biolabs to provide on-campus COVID-19 testing to faculty, staff, students and community

APRIL

- › **4/1** – Announced hiring freeze and purchasing freeze on purchases over \$10,000
- › **4/9** – Extended remote instruction through summer
- › **4/17** – Announced Knights Care Leave Share for employees to donate and apply for leave as needed
- › **4/24** – Delineate auxiliary responses from university-wide response

Financial Implications

Of Actions to Date: Housing, Meal Plans & Other Revenue Losses

Housing Refunds Issued Spring 2020	\$5,700,000
Housing Revenue Losses Summer 2020	\$5,384,938
Meal Plan Refunds/Credits Issued Spring 2020	\$1,085,000
Meal Plan and Other Lost Food Sales Revenues Summer 2020	\$755,620
Other Auxiliary Lost Sales/Services	\$28,258,533
Other Expenses/COVID-19	\$2,090,024
Requirement to Pay for Expanded Paid Sick & Family Leave	\$5,518,748
Estimated Total	\$48,792,863

Projected Through August 2020

Financial Offsets

And Student Assistance

CARES Act

Student Emergency Financial Aid Grants	\$25.5M
University Support	\$25.5M
	\$51M

Estimated University Cost Savings

E&G Travel Savings	\$3.7M
E&G Spending Freeze	\$5.8M
Hiring Freeze	\$2.25M
Eliminated Contracted Facilities Staff	\$1.8 M
	\$13.55M

Three Broad Scenarios

To Focus Strategic Planning

Key Considerations

For Each Scenario

- › **Maintain UCF's enrollment as a revenue source**
- › **Understand the full financial implications of decreases with prolonged closures of auxiliary services, as well as canceled events**
- › **Evaluate our future workforce strategy regionally and nationally**
- › **Anticipate the academic implications to our operations, such as delays in non-COVID-19 research, or additional requirements or tools needed for faculty**
- › **Consider resulting state and national legislative and policy changes**

Scenario 1

Rapid and Effective Control — Best Case

Social Distancing

Relaxed; some health measures still in place

- › **Instruction** — Remote through summer with face-to-face resuming fall 2020
- › **Research** — Activities resume in a modified manner summer 2020
- › **Remote Employees** — Return summer 2020
- › **Athletic Competitions** — Resume fall 2020; spectators allowed
- › **Student Activities** — Student involvement and recruitment activities resume fall 2020
- › **Housing and Dining** — Fully reopens fall 2020

- › **Travel** — International restrictions remain; some domestic travel allowed fall 2020
- › **Enrollment** — Potential impacts based on behavior, financial constraints and international tensions

Financial Impacts Due to Lost Revenue

- › **Budgetary Cuts** — Including state cuts of 10 to 20 percent for FY20-21
- › **Federal Stimulus Money** — \$51M (\$25.5M earmarked for students)
- › Economy slowly begins to recover

Scenario 1a

Effective Response

Social Distancing

Relaxed; case-based social distancing; health measures still in place

- › **Instruction** — Remote through summer; face-to-face resuming October 2020
- › **Research** — Activities resume fall 2020
- › **Remote Employees** — Return fall 2020
- › **Athletic Competitions** — Resume fall 2020; no spectators until October 2020
- › **Student Activities** — Student involvement and recruitment activities resume October 2020
- › **Housing and Dining** — Fully reopens October 2020
- › **Travel** — International restrictions remain; some domestic travel allowed toward end of 2020
- › **Enrollment** — Potential impacts based on behavior, financial constraints and international tensions

Financial Impacts Due to Lost Revenue

- › **Budgetary Cuts** — Including state cuts of 10 to 20 percent for FY20-21
- › **Federal Stimulus Money** — \$51M (\$25.5M earmarked for students)

Scenario 2

Virus Recurrence — Base Case

Social Distancing

National relaxed; regional restrictions remain for Florida

- › **Instruction** — Remote through fall; face-to-face resuming spring 2021
- › **Research** — Activities resume case-by-case during fall 2020
- › **Employees** — Some work remotely fall 2020, others return to campus
- › **Athletic Competitions** — Resume fall 2020; no spectators
- › **Student Activities** — Student involvement and recruitment activities resume spring 2021
- › **Housing and Dining** — Fully reopens spring 2021

- › **Travel** — International and domestic restrictions remain until spring 2021
- › **Enrollment** — Potential impacts based on behavior, financial constraints and international tensions

Financial Impacts Due to Lost Revenue

- › **Budgetary Cuts** — Including state cuts of 10 to 20 percent for FY20-21
- › **Federal Stimulus Money** — \$51M (\$25.5M earmarked for students)

Scenario 3

Pandemic Escalation — Worst Case

Social Distancing

National and regional social distancing remains; Florida becomes a hotspot for positive cases

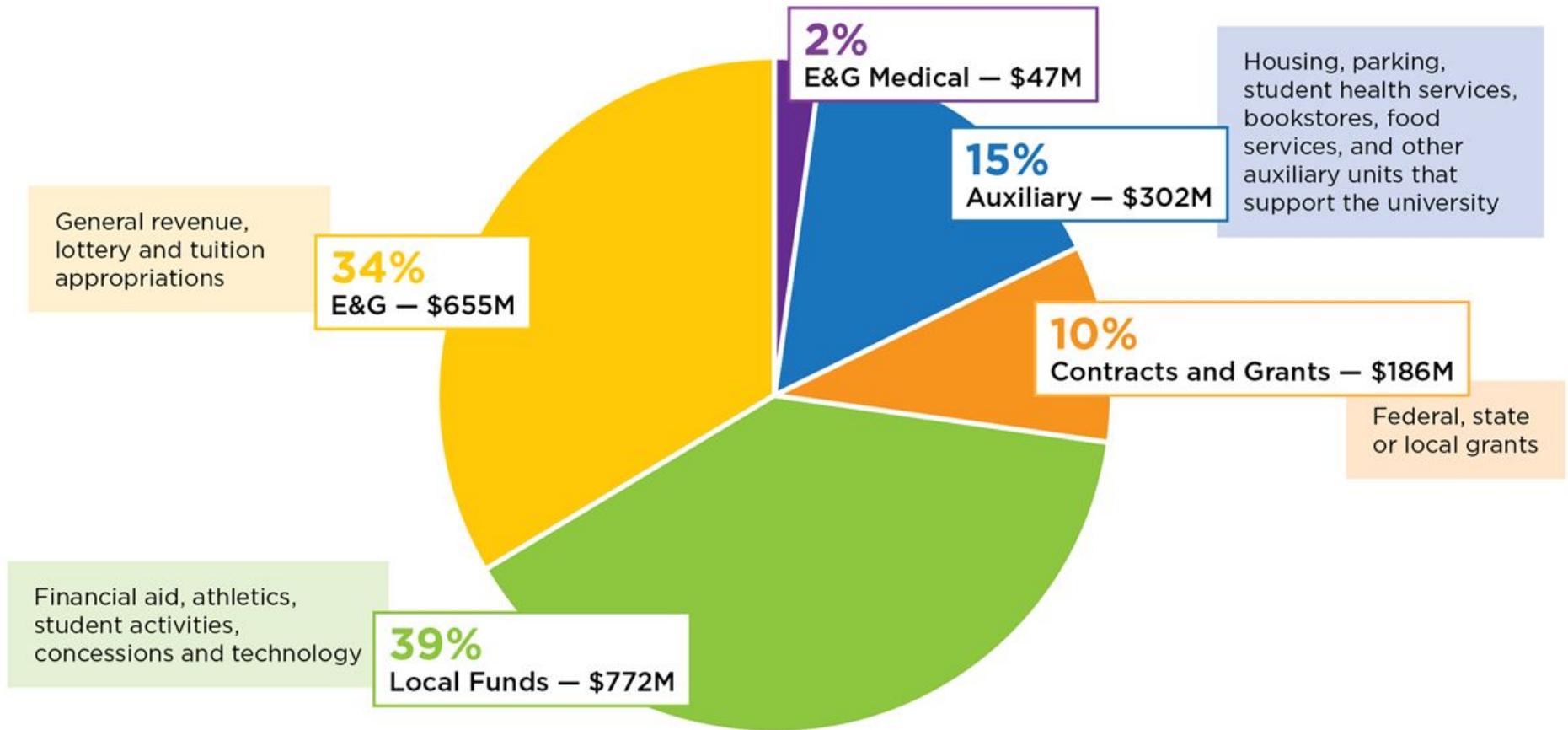
- › **Instruction** — Remote instruction continues; resume face-to-face as late as fall 2021
- › **Research** — Exception-based on-campus activity not considered until summer 2021
- › **Employees** — Remote work into spring 2021
- › **Athletic Competitions** — Suspended until fall 2020; competition allowed spring 2021 without spectators
- › **Student Activities** — Student involvement and recruitment activities resume fall 2021
- › **Housing and Dining** — Fully reopens fall 2021

- › **Travel** — International and domestic restrictions remain until summer 2021
- › **Enrollment** — Potential impacts based on behavior, financial constraints and international tensions

Financial Impacts Due to Lost Revenue

- › **Budgetary Cuts** — Including state cuts of 10 to 20 percent for FY20-21, expected for FY21-22
- › **Federal Stimulus Money** — \$51M (\$25.5M earmarked for students)

FY20 Operating Budget



Estimated Fiscal Impact

General Revenue and Lottery Appropriation

	FY20
UCF – Main Campus	\$340,086,999
A. 10% Reduction	\$34,008,700
B. 15% Reduction	\$51,013,050
C. 20% Reduction	\$68,017,400
UCF College of Medicine	\$30,561,326
A. 10% Reduction	\$3,056,133
B. 15% Reduction	\$4,584,199
C. 20% Reduction	\$6,112,265
Florida Center for Students with Unique Abilities	\$8,984,565
A. 10% Reduction	\$898,457
B. 15% Reduction	\$1,347,685
C. 20% Reduction	\$1,796,913
Total Reductions	\$379,632,890
A. 10% Reduction	\$37,963,290
B. 15% Reduction	\$56,944,934
C. 20% Reduction	\$75,926,578

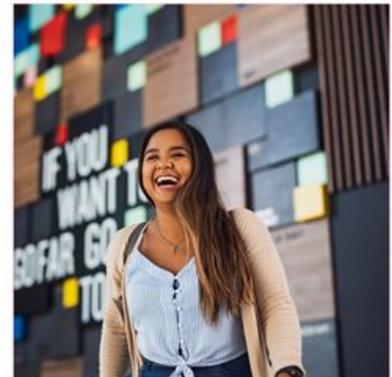
Estimated Fiscal Impact

Student Tuition Revenue

	Summer 2020	Fall 2020/Spring 2021
Potential Drop in Tuition Revenue Due to % Drop in Enrollment		
A. 5% Reduction	\$2,428,378	\$13,854,973
B. 10% Reduction	\$4,876,757	\$27,709,046
Potential Drop in Fees (10% Reduction) <i>(ex. parking, health, activity and service, technology, etc.)</i>	\$2,864,959	\$13,359,370

Budget Principles

- › Preserve our advantage of critical human capital
- › Prioritize academic programs with significant impacts on region
- › Implement strategic cuts — rather than across-the-board
- › Continue to invest in our excellence



Strategic Excellence

- › Be excellent stewards of taxpayer support and emphasize impact on students and community
- › Increase research and expand educational offerings with specific emphasis on industry needs and partnerships
- › Implement a strategic enrollment plan with a focus on student success and affordability
- › Develop operational efficiencies and effectiveness to reinvest in academic core



Impact of COVID-19

On Accountability Plan

Potential for Severe Impact on Three Performance-based Funding Metrics

- › Percent of bachelor's graduates employed full-time or continuing their education
- › Median wage of bachelor's graduates
- › Academic progress rate

Potential for Severe Impact on Six Preeminence Metrics

- › Freshman retention rate
- › Total annual research expenditures (science and engineering only)
- › Total annual research expenditures in non-medical sciences
- › Doctoral degrees awarded annually
- › Number of post-doctoral appointees
- › Endowment size



UCF BOARD OF TRUSTEES
April 23, 2020

Title: IT and Cybersecurity Emerging Issue Update

Background:

Colleges and universities are essentially pure information organizations: they create it through research, they interpret it through academic disciplines and scholarship, they pass it on to future generations through teaching and publication, and information is the essence of their business operations.

Information technology is the engine that drives or supports much of these activities, and cybersecurity embodies the tools, talent, and practices that protect the confidentiality, integrity, and availability of the organization's information. The university's dependence on information technology could not be more clear in this era of remote teaching and remote working: UCF has, almost overnight, become a totally virtual organization.

Recognizing IT and cybersecurity as one of the Board of Trustees' Emerging Issues, trustee Harold Mills, Michael Sink, Associate VP and IT Chief Operating Officer and Chris Vakhordjian, Associate VP and Chief Information Security Officer will share information and perspectives with the board regarding the current and desired states of UCF information technology and cybersecurity.

Issues to be Considered:

UCF IT and the UCF Information Security Office provide a broad range of resources, services, and support for the university's academic, research, and administrative activities. Trustee Mills; Michael Sink, Deputy CIO; and Chris Vakhordjian, Chief Information Security Officer will share:

- key IT and cybersecurity initiatives, outcomes, challenges and opportunities;
- fiscal information;
- data-driven initiatives to expand and improve IT services, security, and compliance;
- comparative benchmark data;
- future IT and cybersecurity goals and expected impact on the institution.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Seay has approved adding this item to the agenda.

Submitted by: Joel Hartman, Vice President for Information Technology and Resources and Chief Information Officer

Supporting Documentation:

Attachment A: Emerging Issues: Information Technology and Information Security

Facilitators/Presenters:

Trustee Harold Mills

Joel Hartman, Vice President for Information Technology and Resources and Chief Information Officer

Chris Vakhordjian, Chief Information Security Officer

Attachment A Emerging Issues: Information Technology and Information Security

Board of Trustees, April 23, 2020



UCF Information Technology

DR. JOEL L. HARTMAN, VICE PRESIDENT AND
CHIEF INFORMATION OFFICER



Information
Technology

Information in Higher Education

- Create information through research
- Compile and clarify information through publication
- Transfer information through instruction
- Curate and archive information for preservation



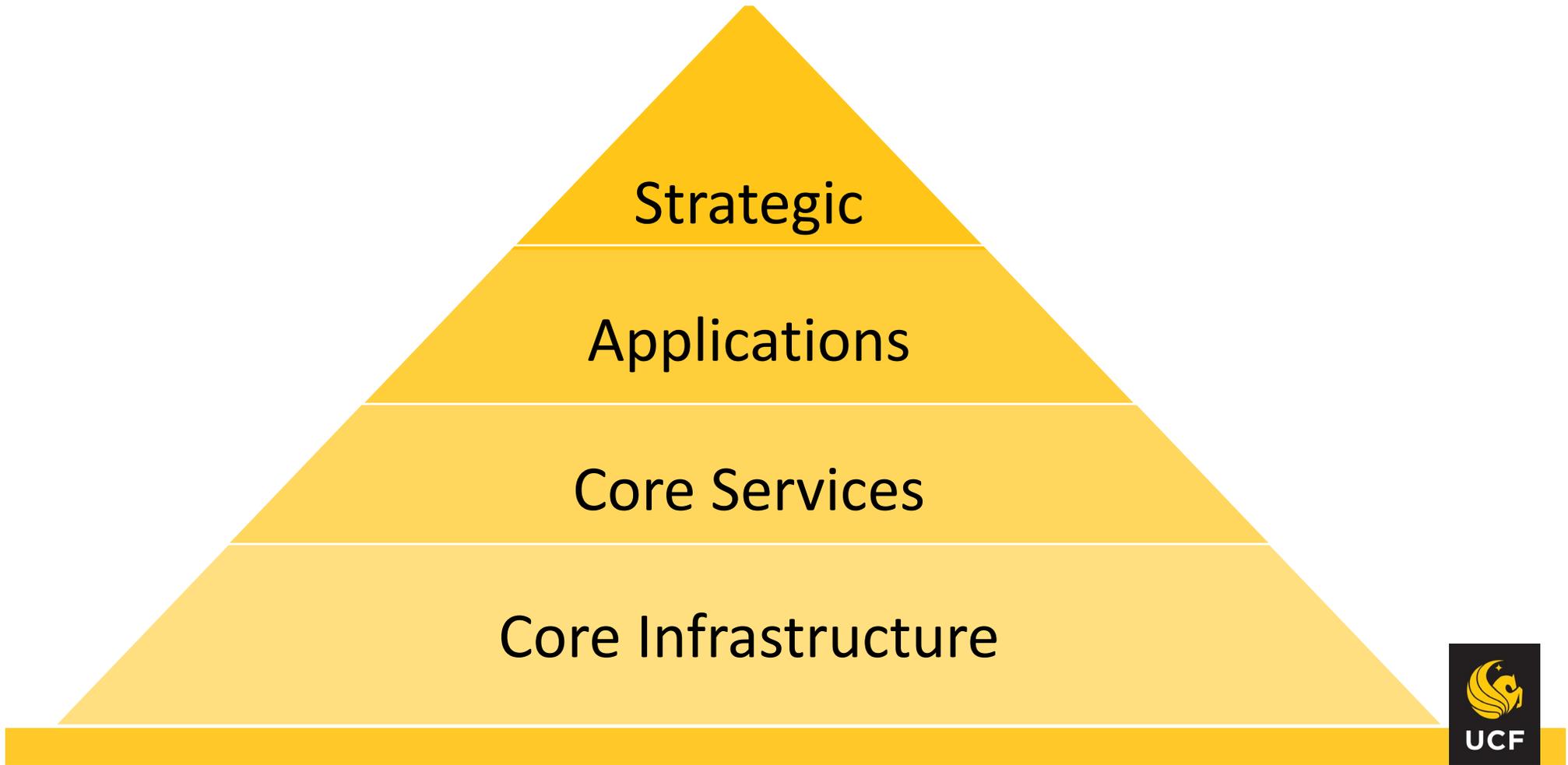
Role of Information Technology

Every aspect of university activity is touched by technology:

- Teaching and learning
- Communication and collaboration
- Research
- Administrative processes and systems
- Campus experience
- And much more...



The IT Pyramid



Core Infrastructure

- Network (Internet, I2, wireless, local)
- Compute (servers, data storage, cloud)
- Facilities (data center, cloud)

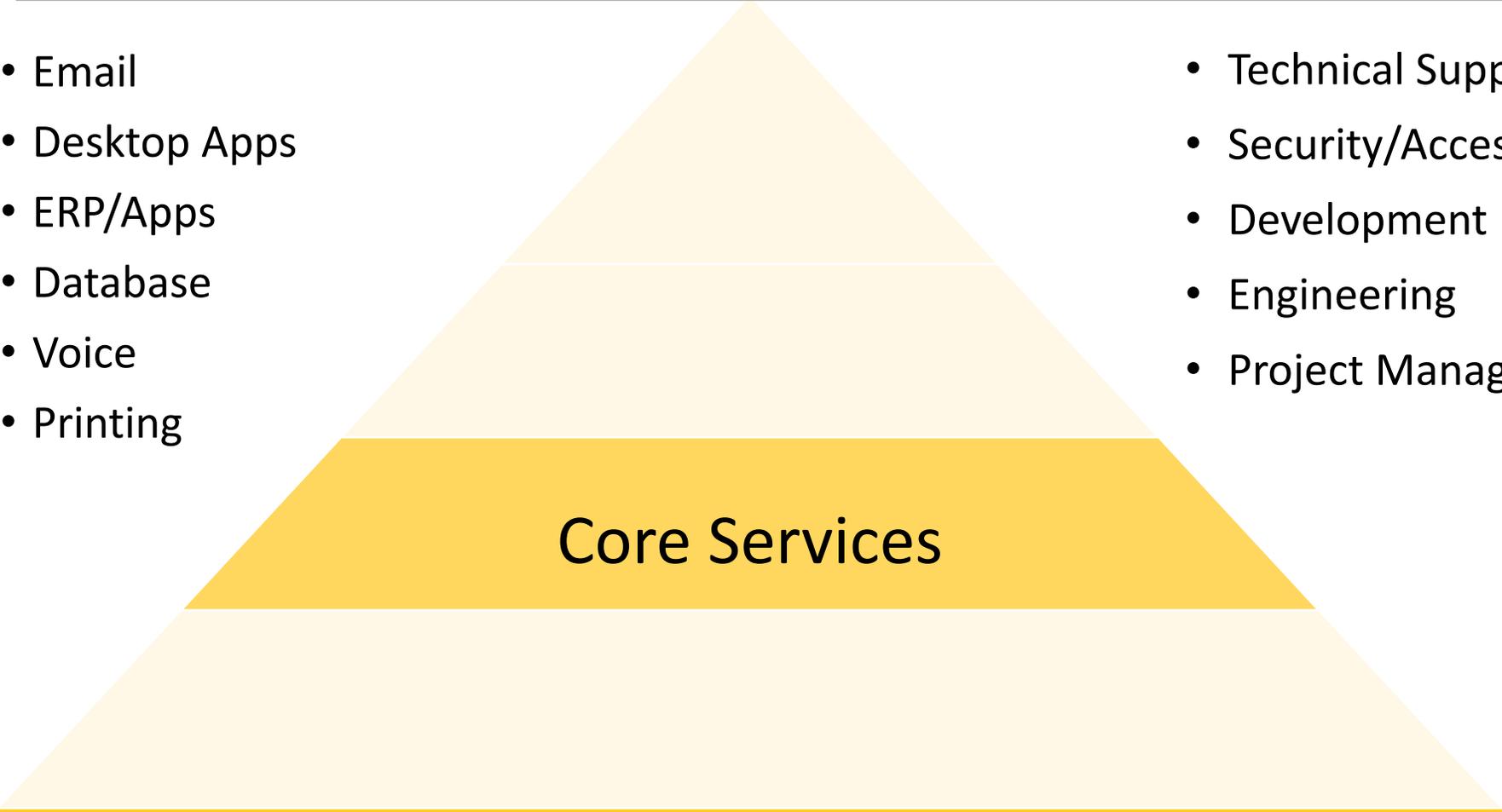
Core Infrastructure



Core Services

- Email
- Desktop Apps
- ERP/Apps
- Database
- Voice
- Printing

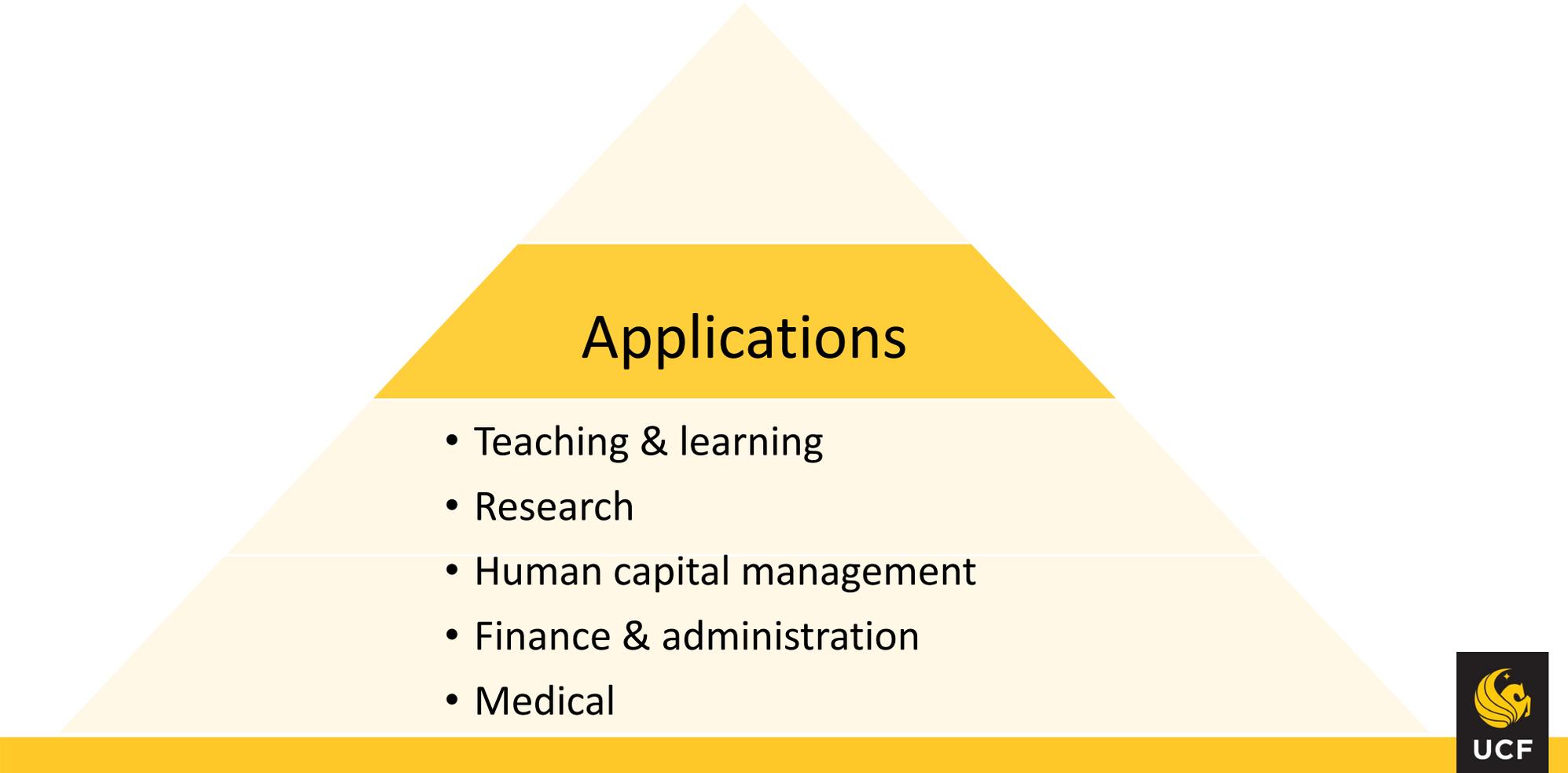
- Technical Support
- Security/Access
- Development
- Engineering
- Project Management



Core Services



Service Areas



Applications

- Teaching & learning
- Research
- Human capital management
- Finance & administration
- Medical

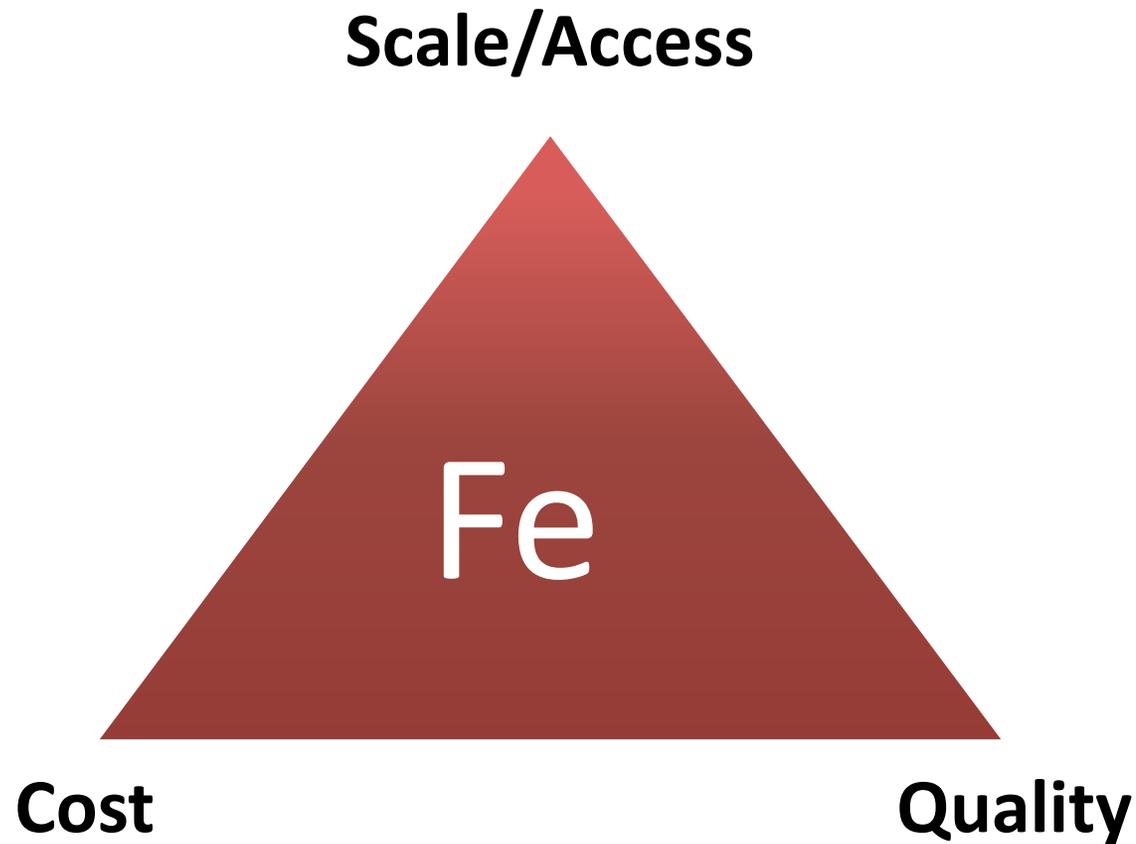
Strategic IT

Strategic

- Research Competitiveness
- Process Automation
- Data-based Decision Making
- Increased Efficiency
- Real-time Access to Operational Data
- Enhanced Student Experience
- Increased Student Persistence
- Re-invented Credentials
- Enrollment Insights
- Predictive Modeling
- Better Space Utilization



Innovation Example: **Breaking the Iron Triangle**

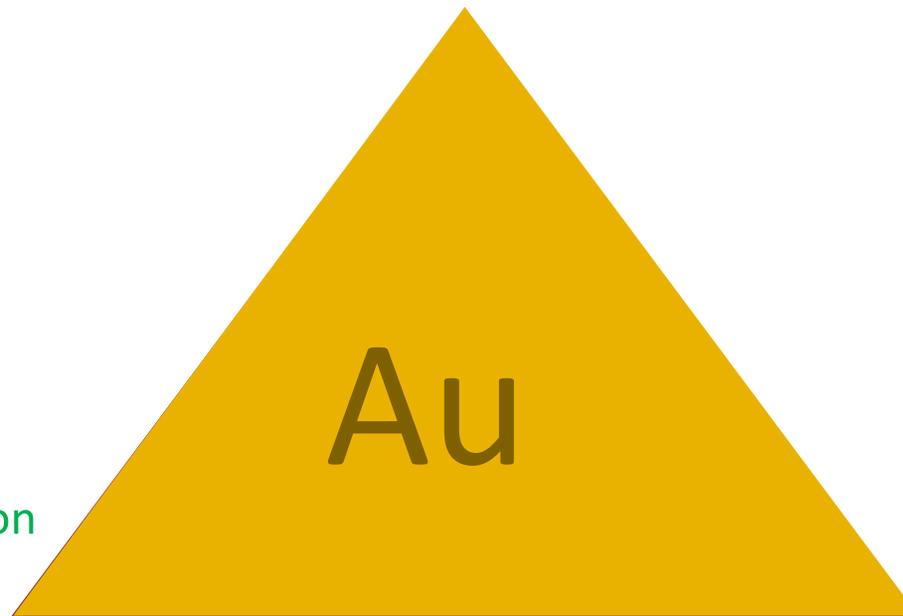


Innovation Example: Online

Scale/Access

>Tripling Student count
~21K to ~69K 1995-2019

- Cost for students contained
- Cost for digitalization sustained



Blended/Online
>=
Face-to-Face

Cost

Quality

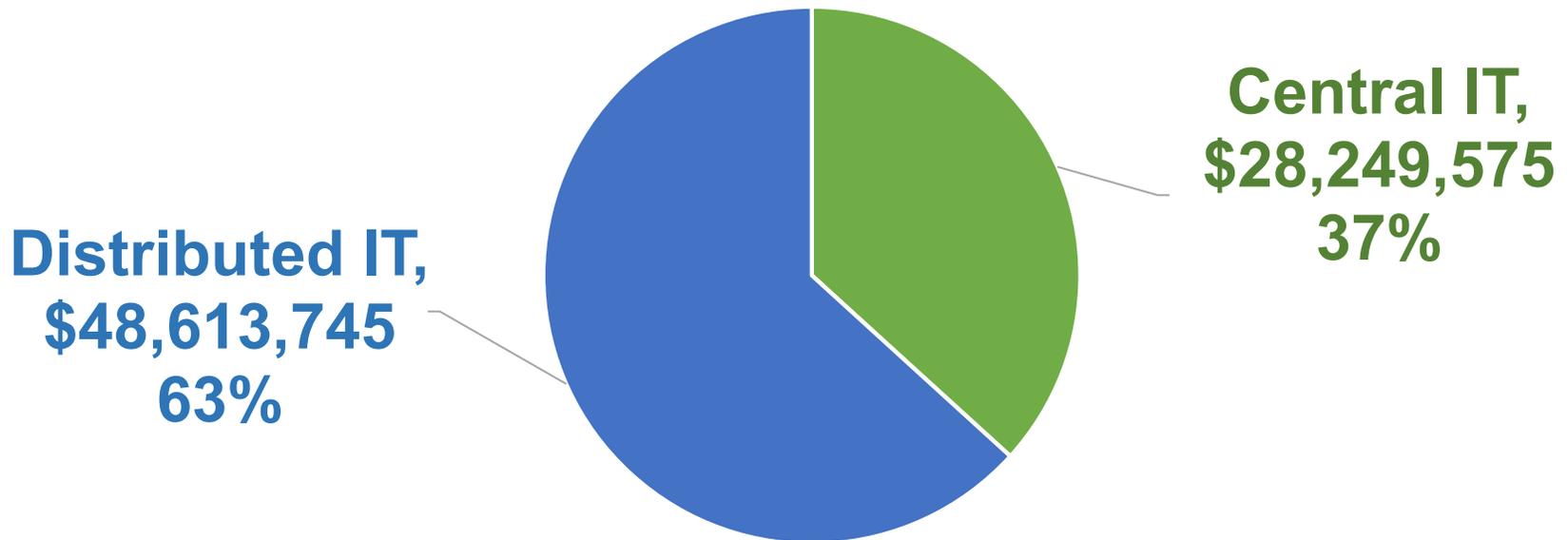


Challenges

- Fragmented IT organization and spending across the institution
- Rapidly increasing information security threat landscape
- Increasing costs for software licensing, information security, maintenance
- Historically no administrative unit budget process or strategy
- Deferred maintenance accumulation (>\$35M)

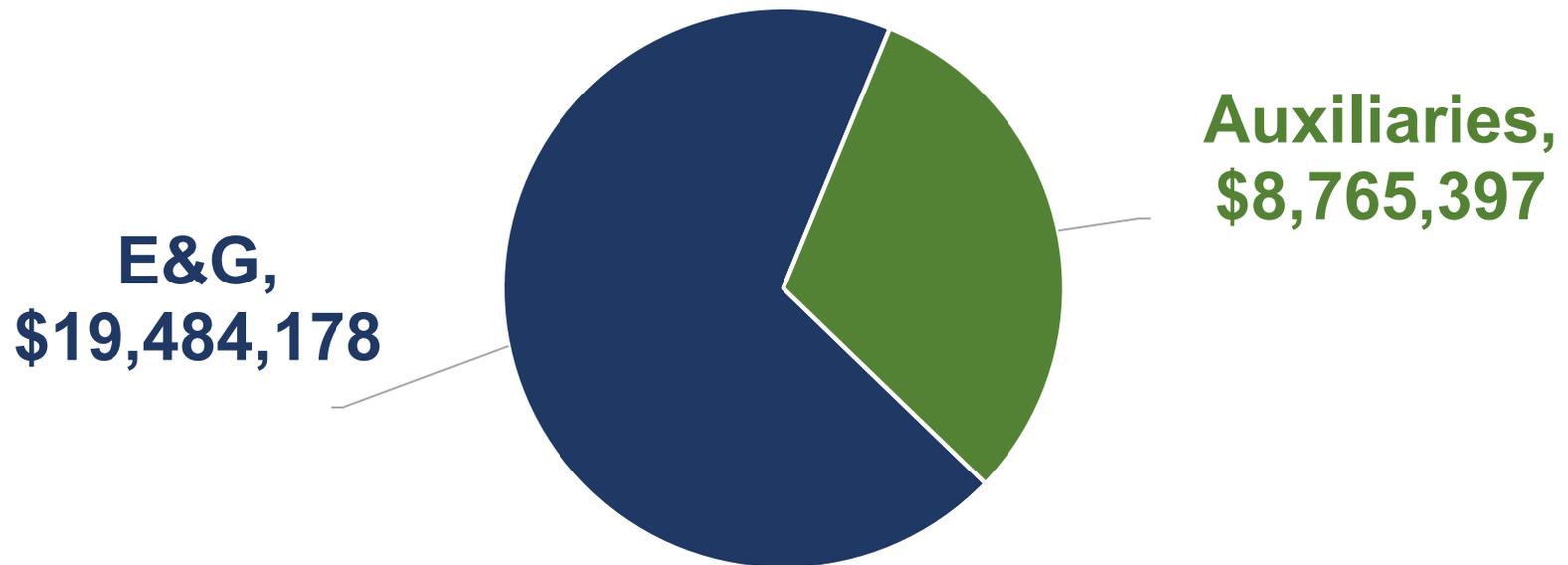
FY 2019 UCF Total IT Spend

\$76,863,320



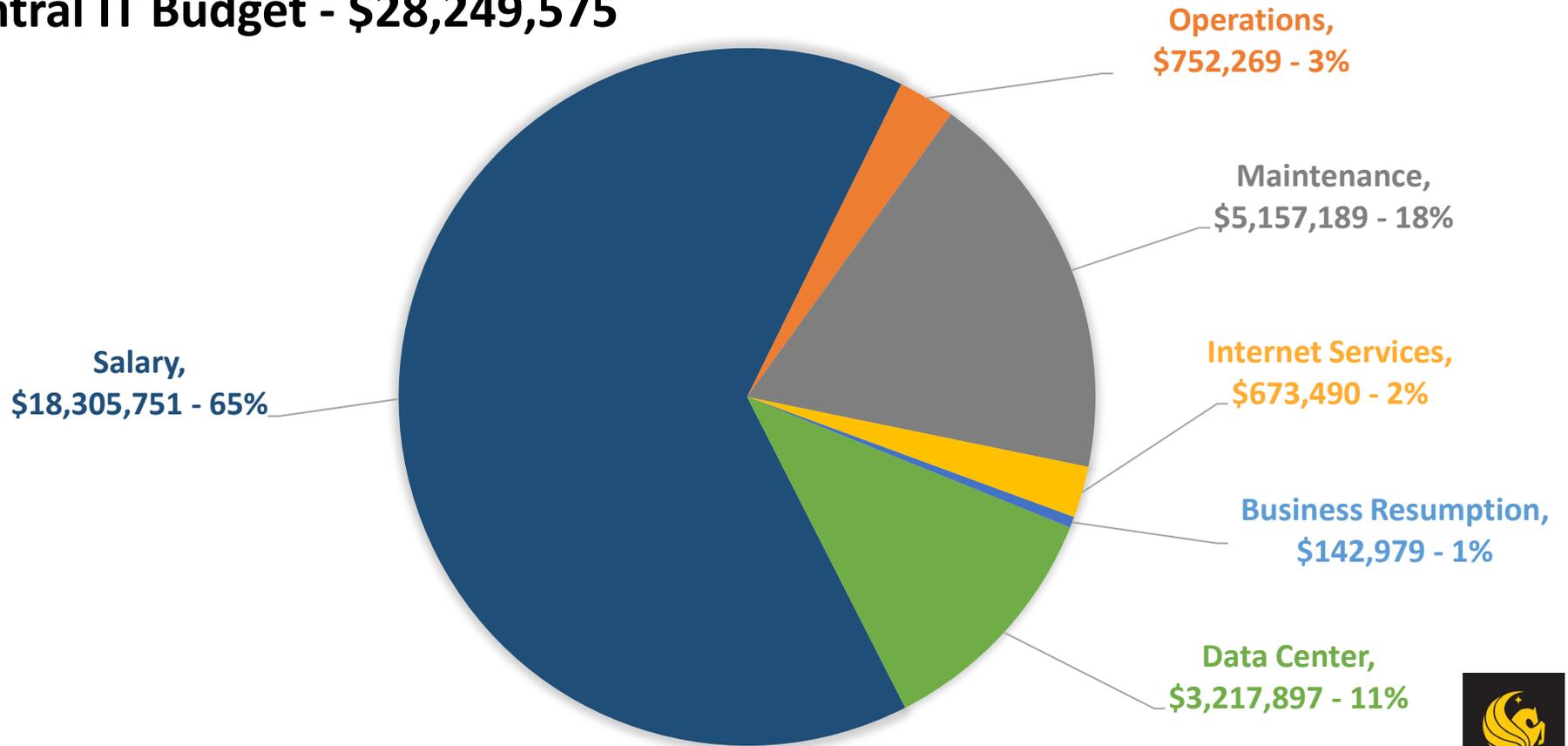
FY 2019 Central IT Fund Sources

\$28,249,575



Central IT Spend Analysis

Central IT Budget - \$28,249,575



Shared Services: IT2020

UCF adopted the IT2020 shared services initiative in 2015 to address:

- Security risks
- Duplication
- Lack of standards
- Unmet training needs
- Limited career path



Building Shared Services

- College of Arts and Humanities
- College of Business Administration
- College of Sciences
- College of Community Innovation and Education
- College of Health Professions and Sciences
- College of Undergraduate Studies
- UCF Connect
- Human Resources
- Division of Student Learning and Academic Success
- Student Development and Enrollment Services
- President's Division



Data-Driven IT Leadership

Performance Management & Reporting Capabilities

1. Improve service delivery to our customers
2. Operate more efficiently
3. Use data to drive decision making
4. Accurately tell our story
5. Plan with greater precision

Descriptive Analytics
What happened and why?

Predictive Analytics
What might happen?

Prescriptive Analytics
How to make it happen.



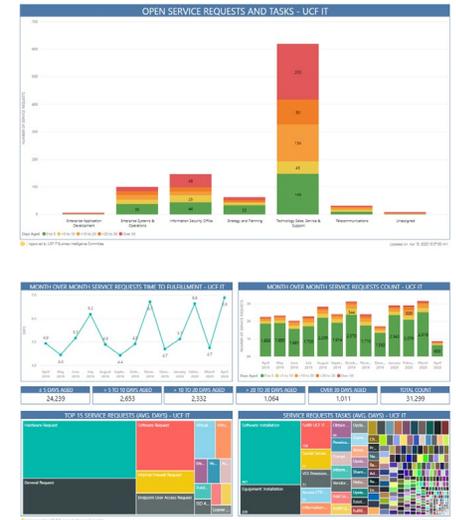
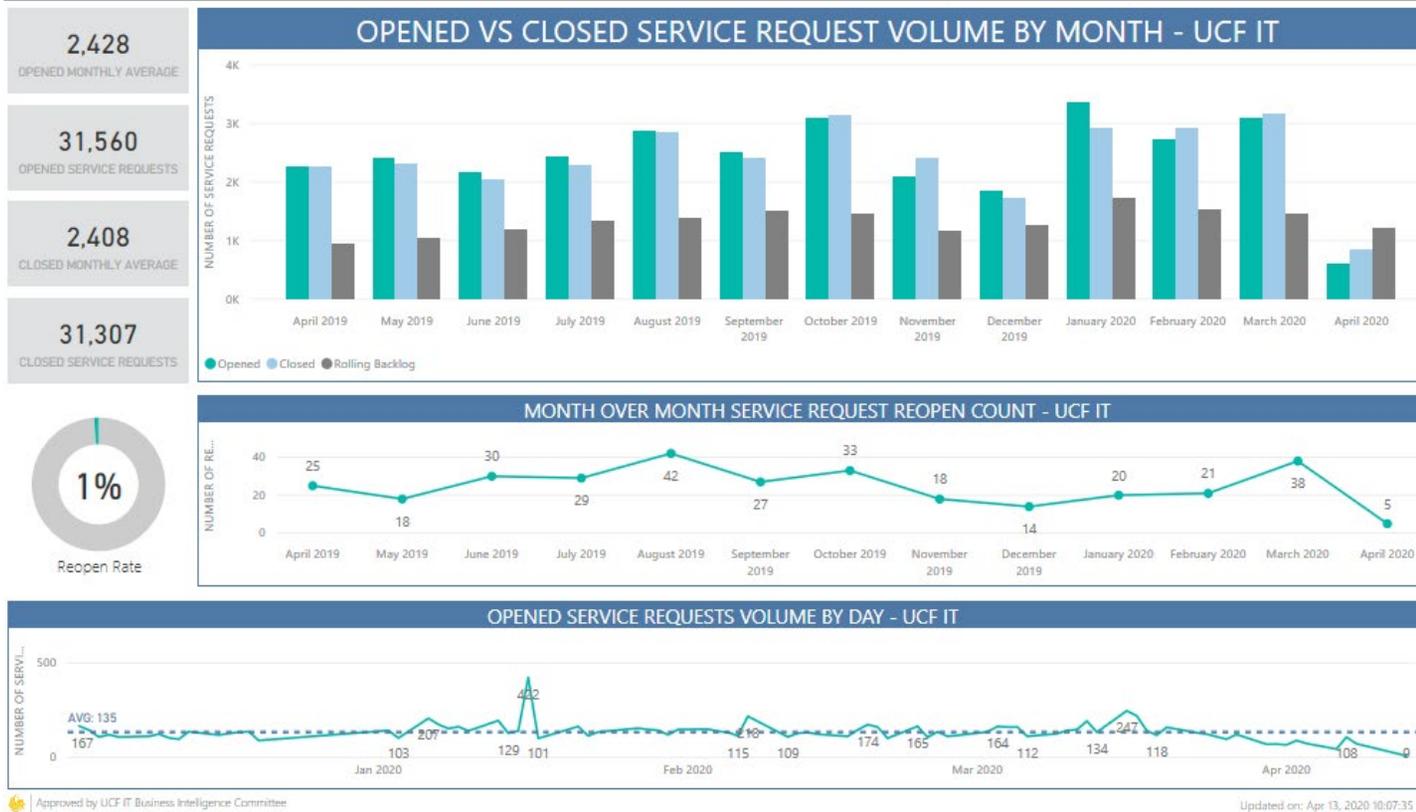
Dashboard Reporting and Analytics



Mean Time to Resolve (MTTR) | Incident Count | Volume | SLA Success



Dashboard Reporting and Analytics



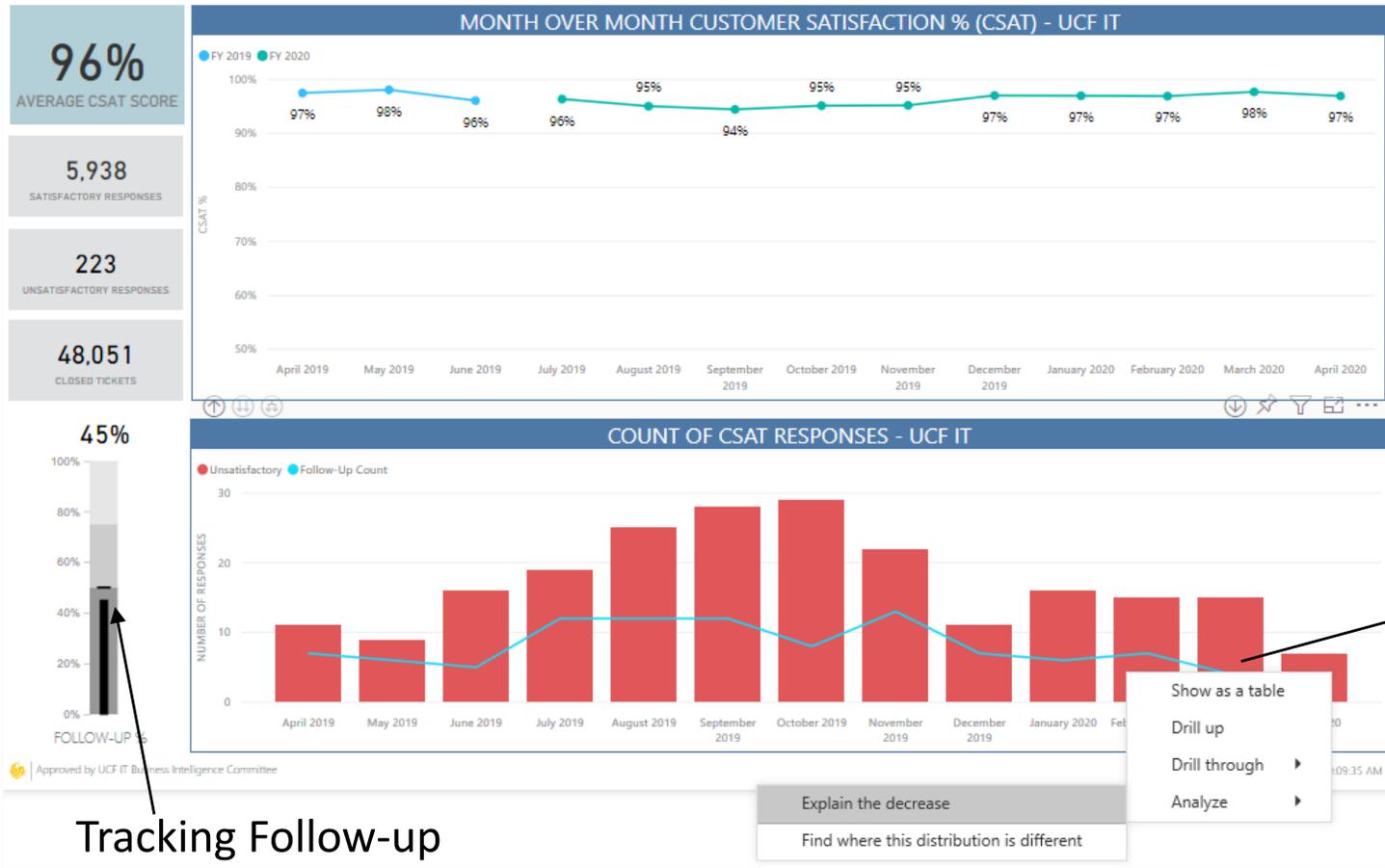
Approved by UCF IT Business Intelligence Committee

Updated on: Apr 13, 2020 10:07:35 AM

Open Requests | Volume | Request Age | Top Services | Reopen Rate



Dashboard Reporting and Analytics

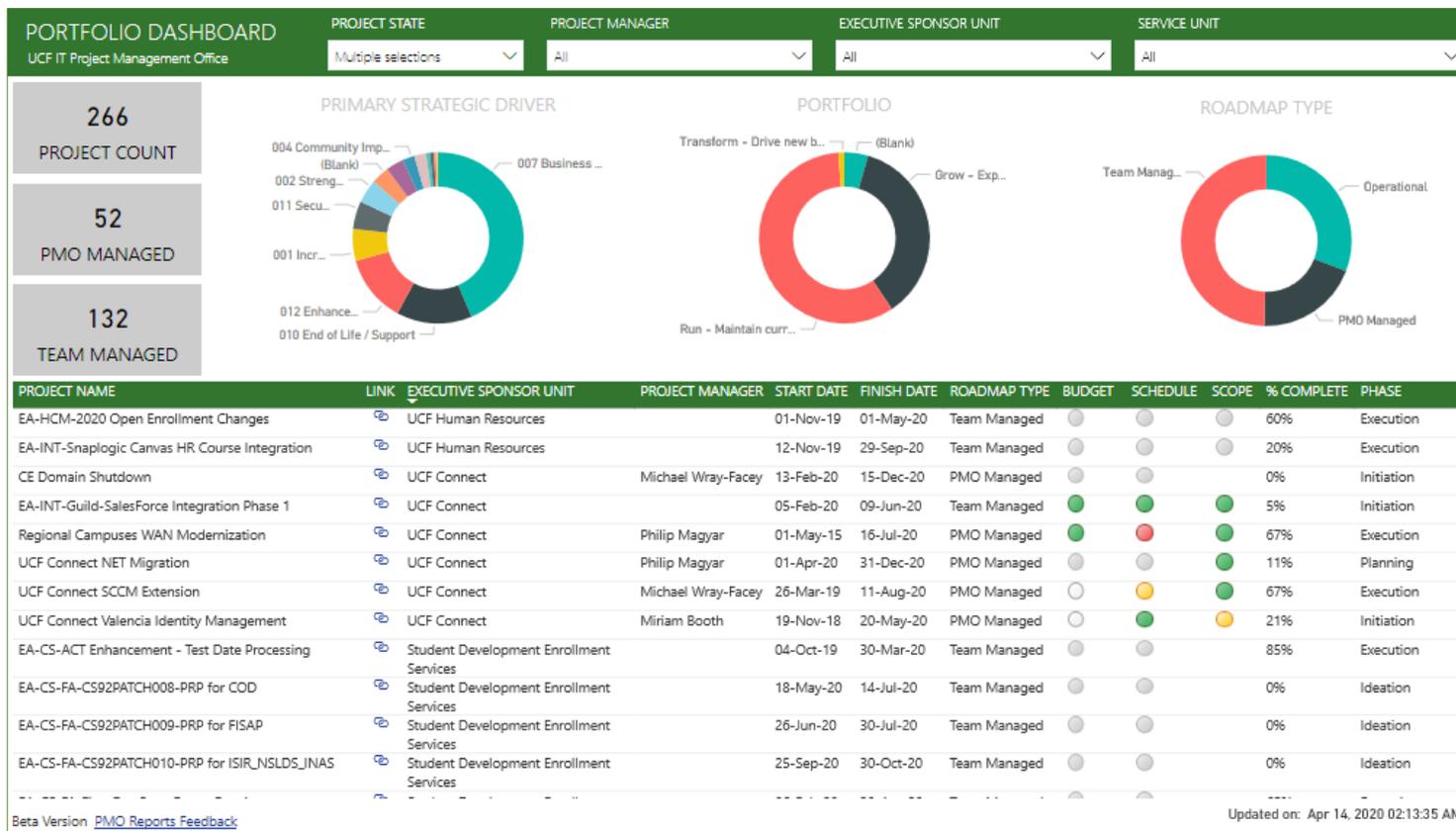


Customer comments

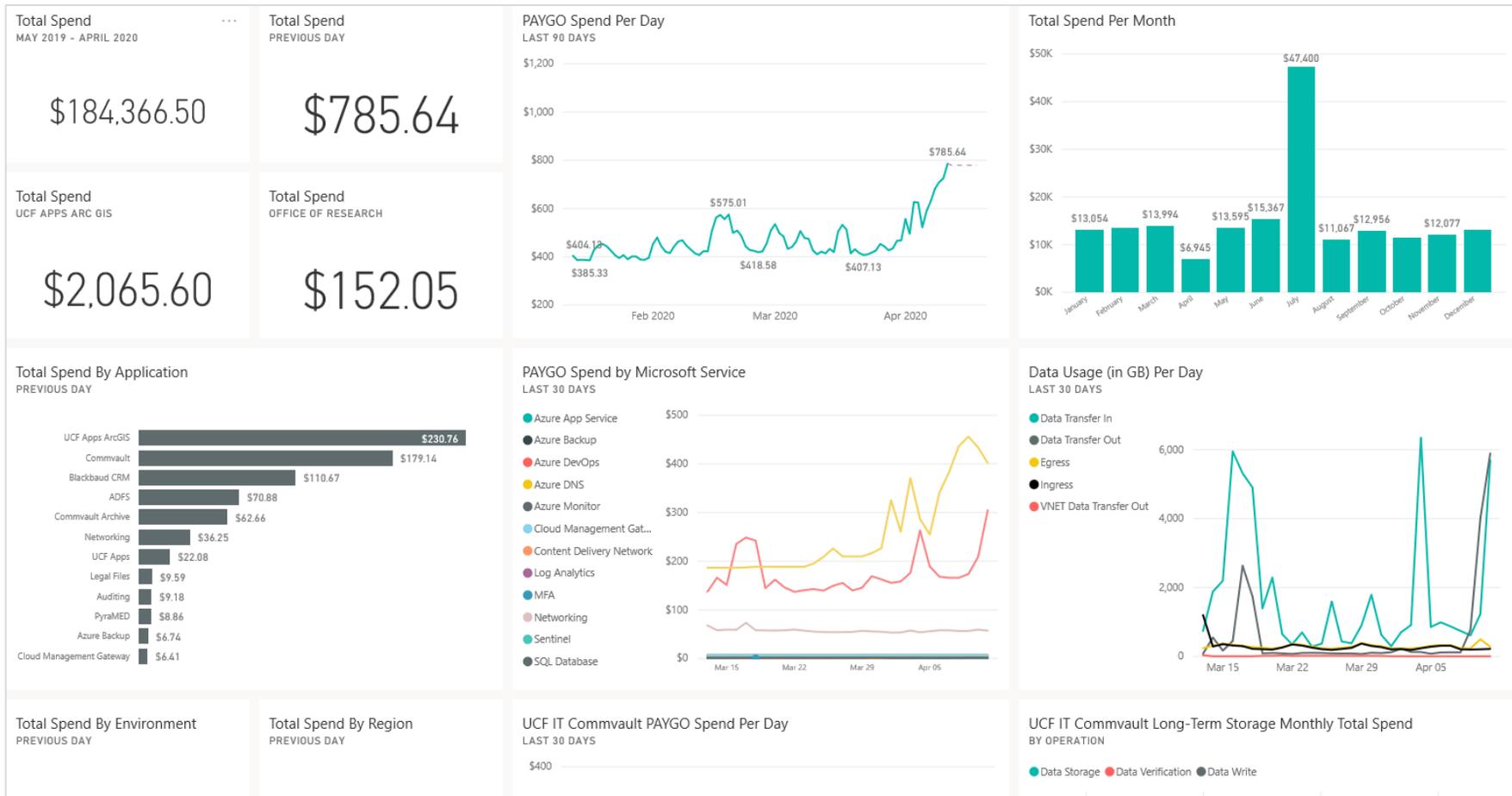
Completed in a Timely Manner	Affiliation	Customer Comments	Manager Review/Comments
Unknown	Unknown		
Poor	Student		
Poor	Faculty	In addition to taking more than a week to do this simple task, the technician showed up at a different time from when scheduled (earlier), so that my student didn't meet them.	
		Being ignored and left hanging, so that I had to contact you multiple times and eventually escalated to JP was not ok.	
	Unknown		
	Unknown		
Poor	Faculty	Really poor showing. Not sure what is happening at COST, but I've never experienced service so poor. I had to spend the issue out myself.	
Poor	Staff	I am still having this problem. I was just on a 30 minute conference call this morning and I was frozen out of the conference twice and had to disconnect and reconnect the vpn twice.	Spoke with Regina. Issues are more noticed when on VPN. ISP connection is the underlying issue. Adam from NetDev will work with Hans Singh on possible local system adjustment that could possibly improve user experience.



Dashboard Reporting and Analytics



Dashboard Reporting and Analytics



Shared Services: IT2020 *(continued)*

IT2020 shared services progress has slowed. Impediments to success:

- Lack of senior executive advocacy
- Costs and efforts to clean up
- Low staffing levels from participants
- Lack of funding

Distributed IT

- Burnett Honors College
- Engineering and Computer Science
- Graduate Studies
- College of Medicine
- College of Nursing
- College of Optics and Photonics
- Rosen College of Hospitality Management
- Administration
- Athletics
- Communications and Marketing
- Finance and Accounting
- Foundation
- Office of Research
- UCF Global

UCF IT Priorities

- Complete the transition to the IT2020 shared services model institution-wide to drive innovation, strategic alignment, increased security, and improved efficiency
 - Allows colleges and divisions to focus on their core competencies and not expend resources managing IT
- Enhance IT governance to align technology investments with strategic institutional priorities and metrics
- Address resource gaps when feasible



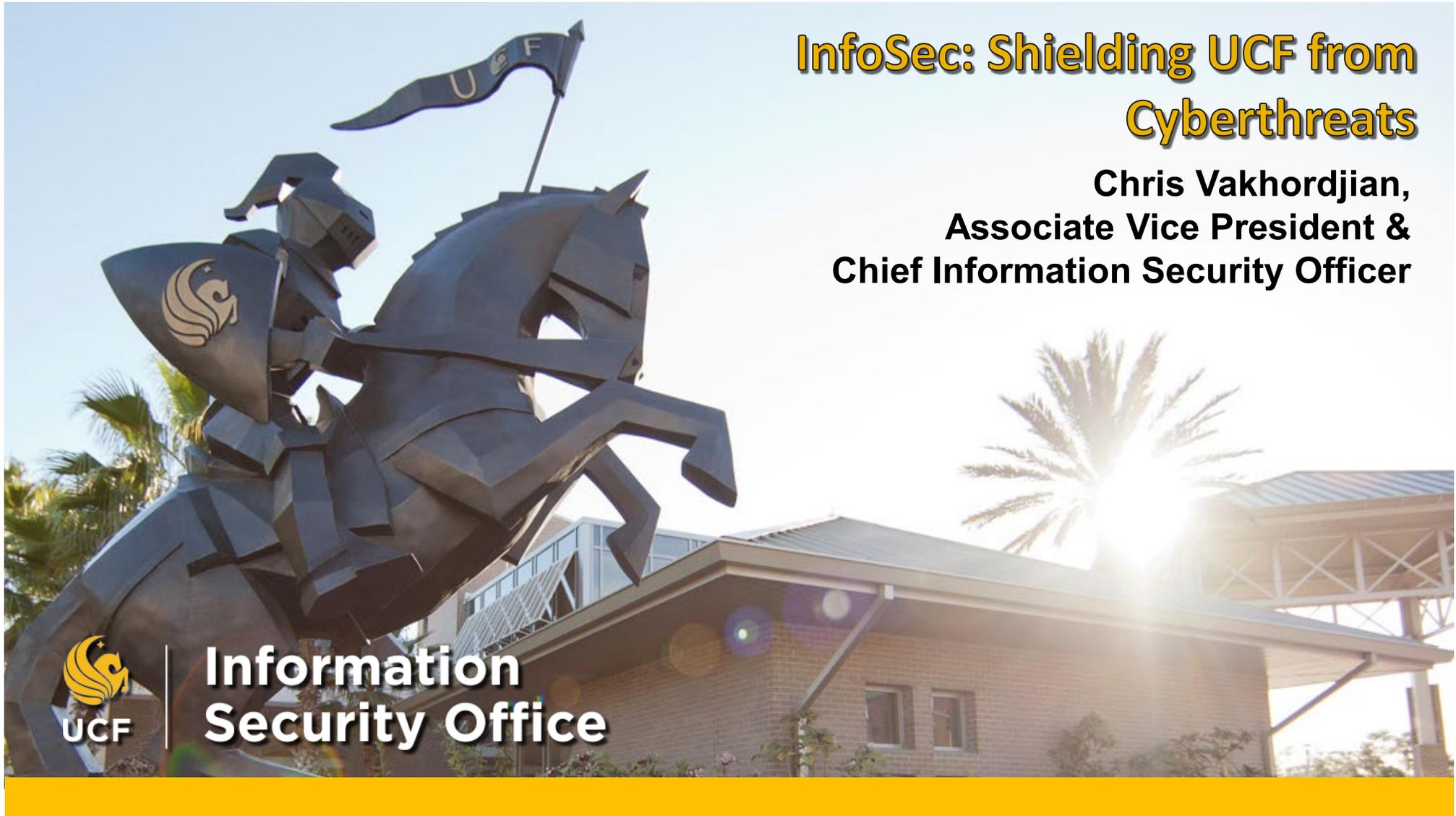


Discussion



InfoSec: Shielding UCF from Cyberthreats

**Chris Vakhordjian,
Associate Vice President &
Chief Information Security Officer**



**Information
Security Office**

Cybersecurity Challenges

- Fragmented IT Organization
 - Redundant Systems and Applications
 - Multiple email systems (4+), core services (AD domains, 6+), applications, etc.
 - Limited Standardization
 - Limited Institution-wide Visibility
- Insider threats
- Rapidly evolving IT landscape (e.g., IOT, remote work)
- Compliance and Privacy Challenges



Nature of Cyber Threats

23 JUL 2019 **NEWS**

Lancaster University Confirms Data Breach, Applicants Targeted

[Security Center](#) > [Emerging Threats](#) > 2019 data breaches: 4 billion records breached so far

2019 data breaches: 4 billion records breached so far

Puerto Rican Agencies Sent \$4.1 Million in "Phishing" Scam

BY JESSE CANALES AND SPECTRUM NEWS STAFF | PUERTO RICO
PUBLISHED 2:33 PM ET FEB. 13, 2020 | UPDATED 6:34 PM ET FEB. 14, 2020

28 FEB 2020 **NEWS**

Shark Tank Star Corcoran Loses \$400K in Email Scam

Trend Micro reveals rogue employee sold data of up to 120,000 customers

Updated: The cybersecurity firm says the attack came from within, leading to targeted scams.

19 FEB 2019 **NEWS**

Student Data Exposed at Stanford University

FBI Counterintelligence Briefing



Presentation to UCF Executives
in March

FBI: Bureau Intelligence Council

Range of cyber threats to universities



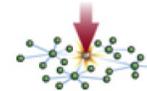
DDoS (Distributed Denial of Service)



False tax return filings



Doxing: publishing other's private information on the Internet



Network destruction attacks



Theft of IP (Intellectual Property)



Ransomware and extortion



Theft of PII (Personal Identifiable Information) and PHI (Protected Health Information)



Business email compromise



Point-of-sale breaches



Website defacements

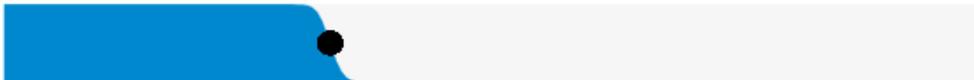


Nature of Cyberthreats

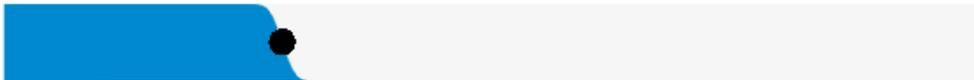
52% of breaches featured Hacking



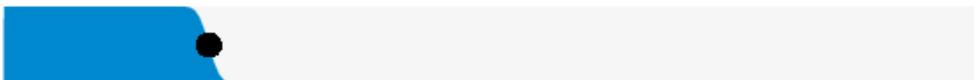
33% included Social attacks



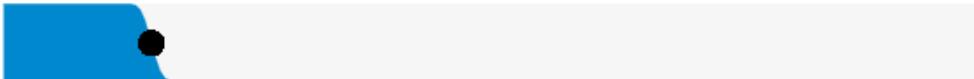
28% involved Malware



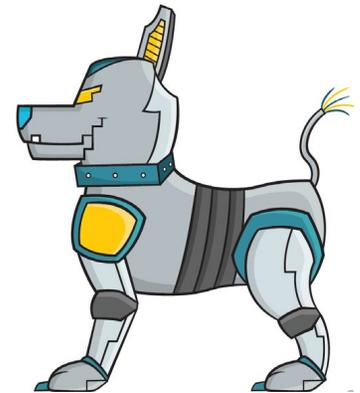
Errors were causal events in **21%** of breaches



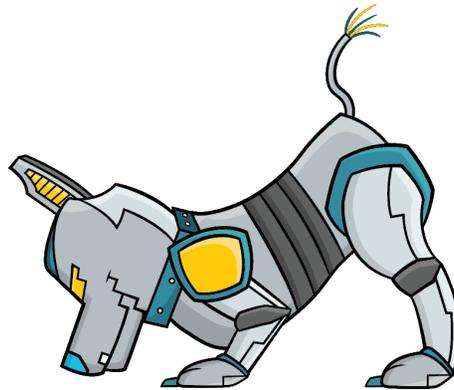
15% were Misuse by authorized users



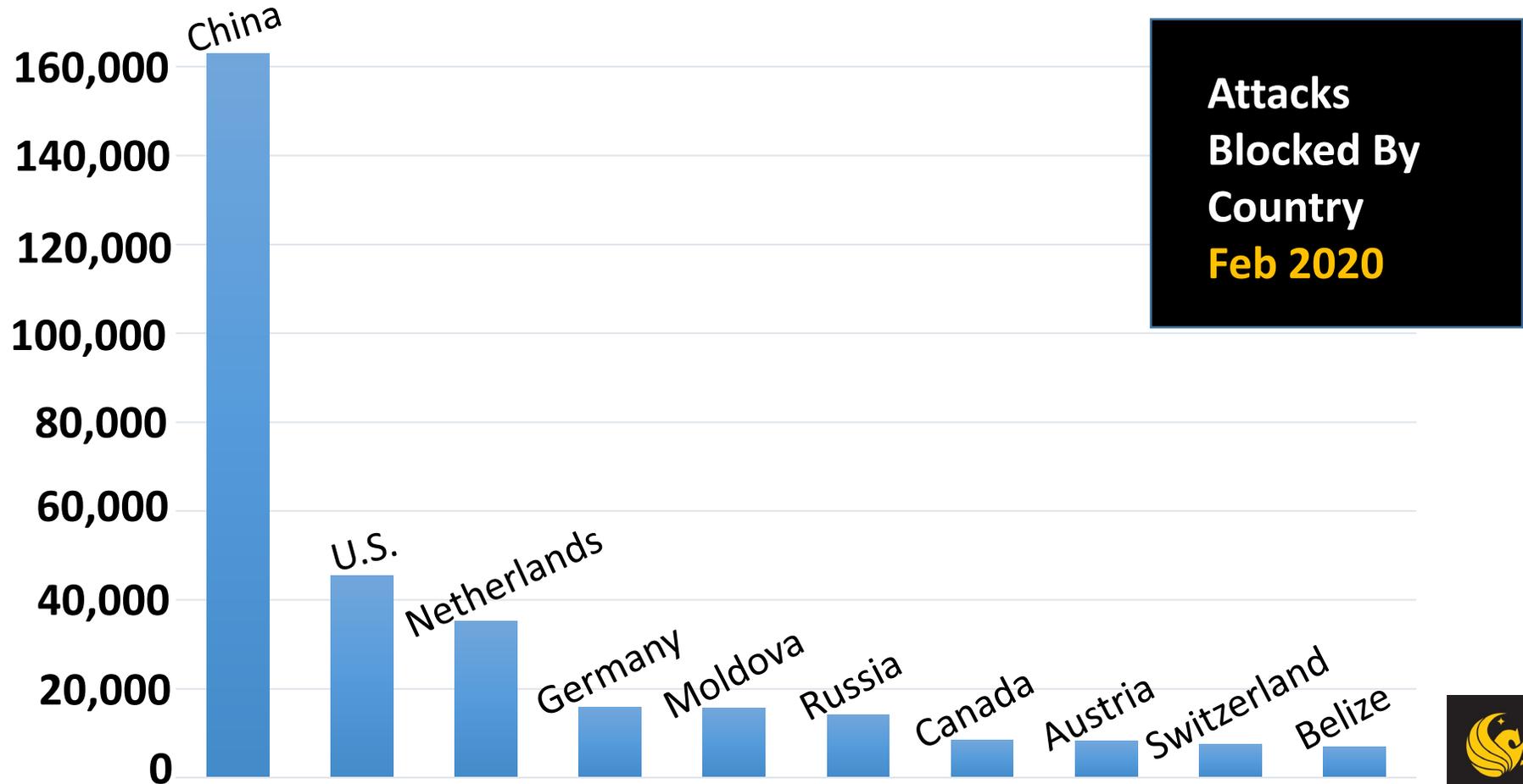
Verizon 2019 Report



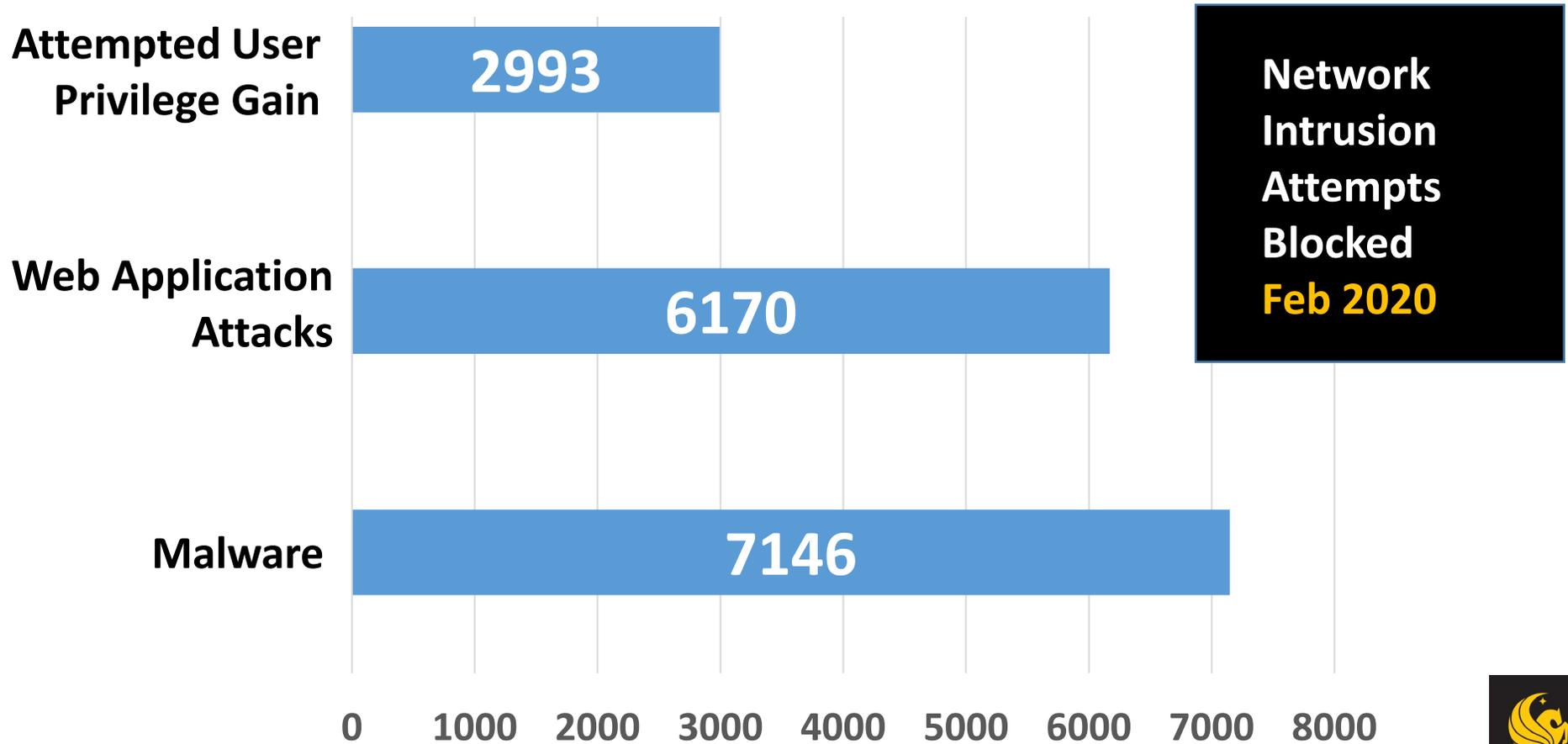
UCF Stats/Dashboards



UCF Stats



UCF Stats *(continued)*



UCF Stats *(continued)*

Email Threats Blocked



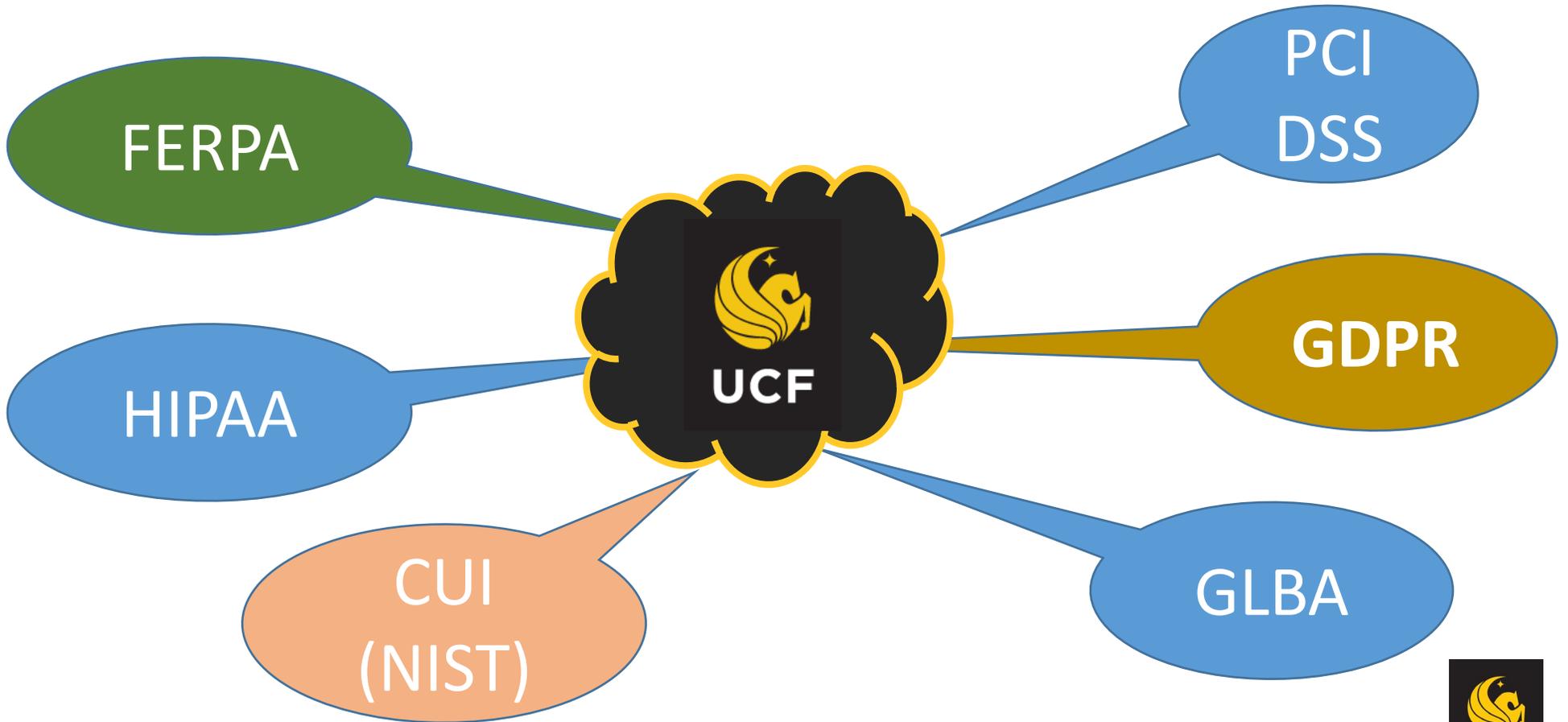
- Phishing Attempts Blocked **225,000**
per month
- Malware Blocked
4,500 per month
- Messages received per month
11,000,000



And If Cyberthreats Were Not Enough...

We must deal with
Compliance and Privacy challenges.

Compliance & Privacy Challenges

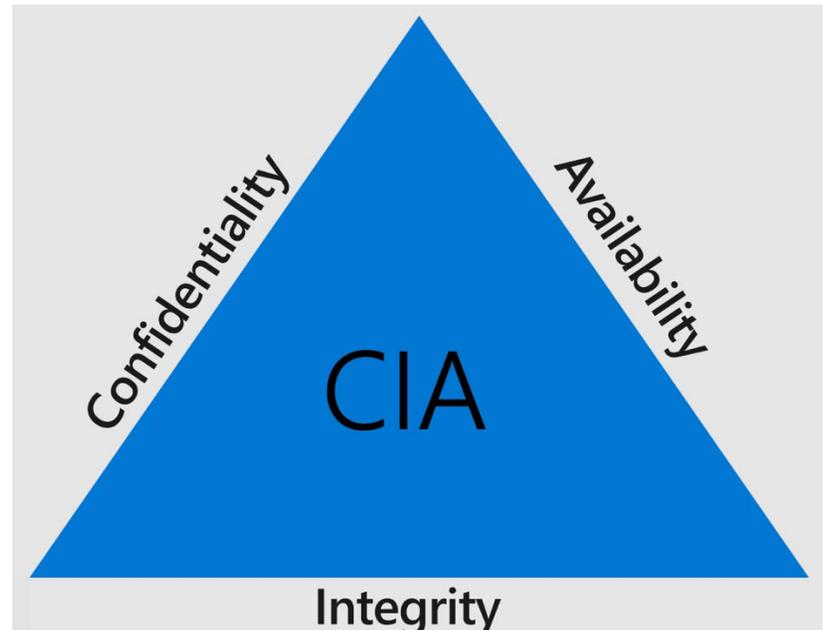


Cybersecurity Compliance

Protection of Controlled Unclassified Information (CUI) – Compliance with NIST 800-171 (*110 controls*) – addresses the objectives of

1. Confidentiality
2. Integrity
3. Availability

This applies when CUI is resident on UCF information systems.



Cybersecurity Compliance - What's Next?

Cybersecurity Maturity Model Certification (CMMC)

- New cybersecurity model as part of DoD acquisition process
- Expected to be rolled out by DoD between June and September
- Establishes a unified standard to measure the maturity of an organization's cybersecurity posture
- Independent 3rd party assessment required – no self attestation
- Certification Levels 1-5, ranging from basic hygiene to advanced security

Should We Be Concerned?

UCF's CMMC compliance level will impact our ability to obtain DoD grants.



Benchmarks



Bitsight Report

How do we compare to other SUS schools?

Average score for SUS Schools: **414 out of 900 max**

Lowest Score: **390**

Highest Score: **460**

UCF Score: **430**

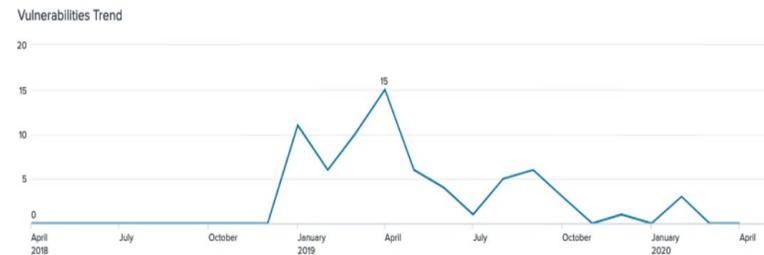
*(Looking at just the academic/administrative networks/domains, Score is **550**)*



UTexas Vulnerability Scan Report

March 2020 Report

- UCF Public URLs Scanned
 - **3** verified vulnerabilities
 - **0** high risk vulnerabilities



Comparison by entity classification for R1: Doctoral Universities

- UCF Vulnerabilities = **3**
- Vulnerabilities in classification (R1) = **131**
- Average vulnerabilities per entity = **6**
- Maximum vulnerabilities in classification = **66**



How Do We Rank?

	UCF	SUS
Multifactor Authentication	✓	55%
<u>User Awareness Training</u>	✓	36%
Mandatory Security Training	✗	18%
<u>Email Protection</u>	✓	45%
Security Information Event Management (SIEM)	✓	45%
<u>Cyber Liability Insurance</u>	✓	45%



How Do We Rank?

	UCF	SUS
3 rd Party Pen Testing	✗	18%
Vulnerability Assessments	✓	73%
Firewalls (FW)	✓	65%
Intrusion Prevention System (IPS)	✓	36%
Data Loss Prevention (DLP)	✓	18%



UCF InfoSec

What is UCF InfoSec
doing about it?



Information Security Strategy



InfoSec Priorities



NIST800-171/CMMC Compliance

Through strong collaboration with SMST & Office of Research, working to build the program, processes and environments that will meet NIST and CMMC compliance.

Multifactor Authentication (MFA) for Employee Email and Office 365

Provide faculty and staff MFA to protect university data in email and Office 365.



MFA for Students

Recently offered MFA protection for students' email —student system coming soon.

InfoSec Priorities *(continued)*



Real-World Experiences & Opportunities for Students in Security Operations and Security Incident Response

Build partnerships with faculty to provide students from the MS Digital Forensics Program—students benefit from practical and actionable cybersecurity knowledge.

First Responder Program

Elevate information security protection by deploying “human sensors.”—trained staff will help identify security events and assist with containment and reporting efforts.



Student Internship Opportunities in Security Awareness & Community Outreach

Build partnerships with faculty to develop internship opportunities for students and create a self-sustaining programs to develop knowledgeable student employees.



InfoSec Priorities *(continued)*



Mandatory Security Awareness Training and Simulated Phishing Campaigns

Establish policies and procedures to make security awareness training mandatory and continue to establish internal social engineering attacks, such as simulated phishing campaigns.

Bug Bounty Program

Encourage and reward ethical hackers within the UCF community who identify and responsibly disclose previously-unknown security vulnerabilities.



Threat Hunting Program

Building capabilities to find signs of compromise evading detection.

We seek an institutional commitment to our IT2020 shared services and information security priorities in order to stimulate innovation, reduce cyber risks, and support attainment of university strategic goals.



Discussion

ITEM: INFO - 3

UCF BOARD OF TRUSTEES
April 23, 2020

Title: UCF Health Emerging Issues Update

Background:

The UCF Board of Trustees directed that Trustee Conte and senior leadership of the College of Medicine (COM) provide an update regarding the college's clinical mission including UCF Health, UCF Lake Nona Medical Center, and UCF Lake Nona Cancer Center. The presentation will address progress towards financial and operational goals of UCF Health and provide brief updates on the hospital and cancer center.

Issues to be Considered:

- Brief discussion of COM tripartite mission, COM medical program and key metrics, and COM finances, including UCF Health
- Detailed discussion on UCF Health, revisiting three-year proforma, discussion of progress on \$5 million improvement plan (short-term strategy), February YTD financial statement, key performance indicators, and current initiatives
- Brief discussion on UCF Lake Nona Medical Center and UCF Lake Nona Cancer Center
- Need to pursue additional revenue sources to support the mission of the COM
- Introduction of UCF Academic Health Center (AHC) – long term value proposition, monetary and non-monetary, including current state of UCF Health, structure of UCF AHC, and positioning for future growth
- Next Steps

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Seay has agreed to add this item to the agenda.

Submitted by:

Joseph D. Conte, Trustee

Deborah C. German, MD, Vice President for Health
Affairs

Supporting Documentation:

Attachment A: Tuition and Fees Analysis

Attachment B: Clinical Mission Update

Facilitators/Presenters:

Joseph D. Conte, Trustee

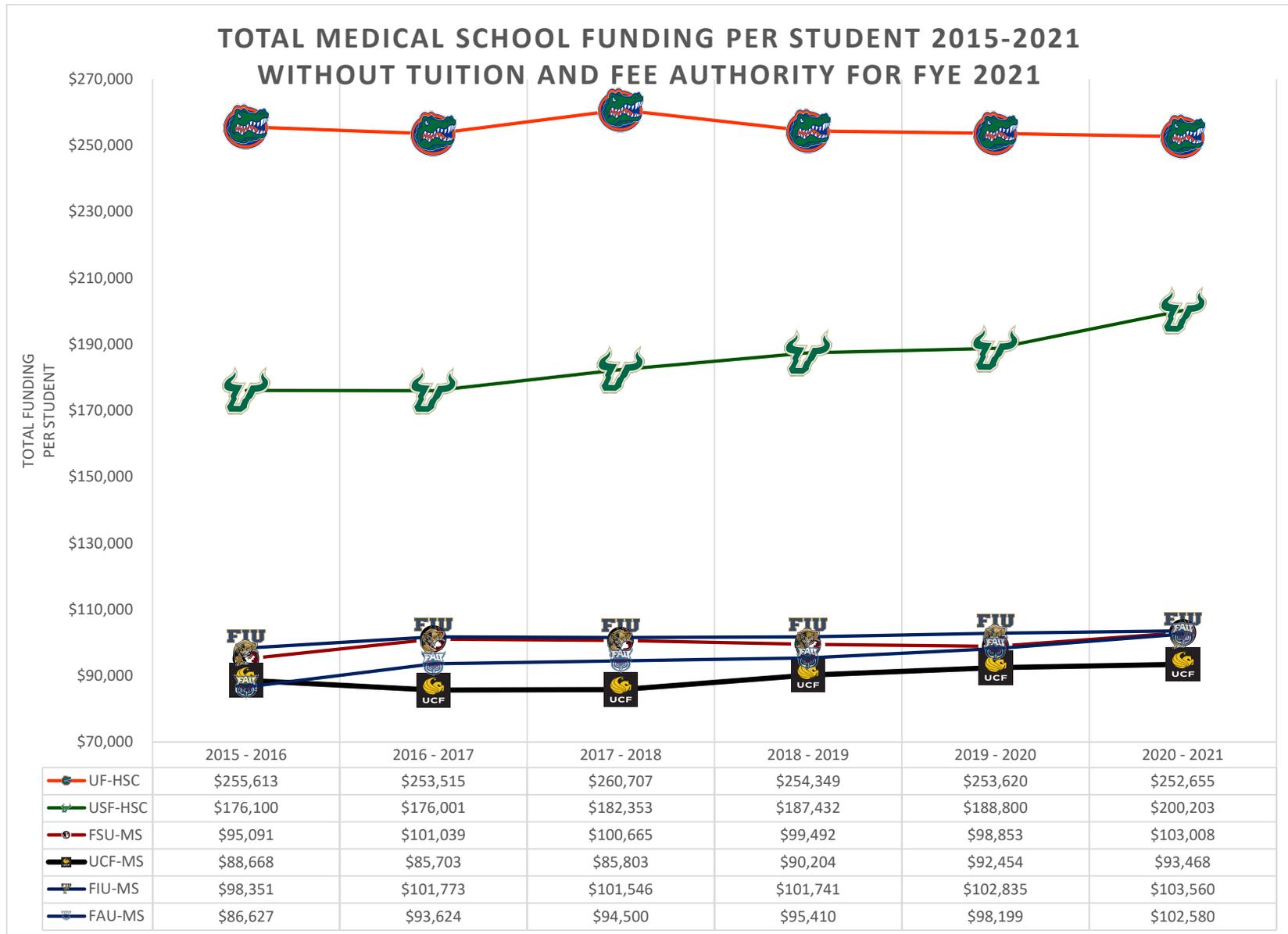
Deborah C. German, MD, Vice President for Health Affairs

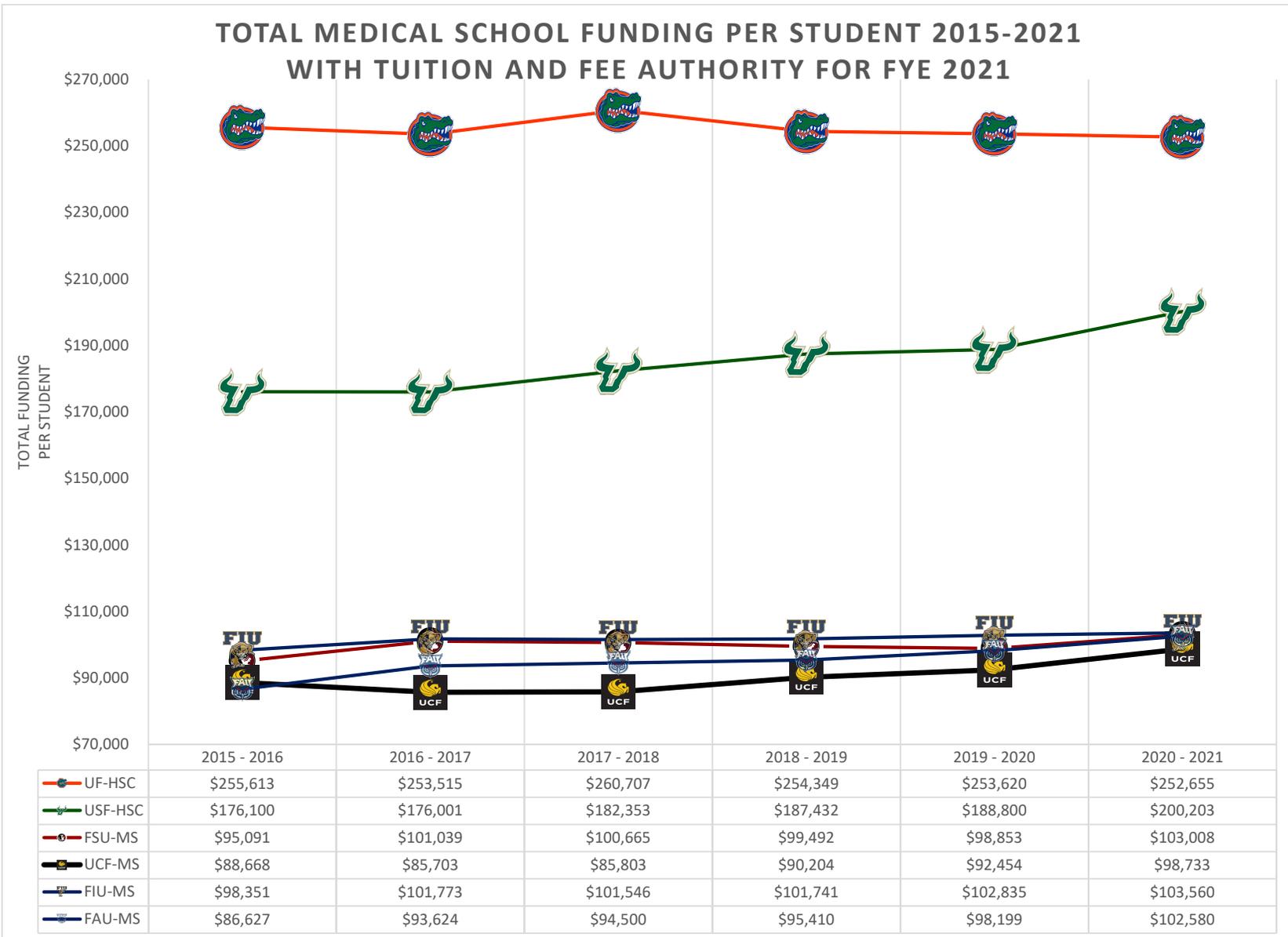
Danny Cavallo, Chief Financial Officer College of Medicine, AVP Finance and Administration Academic Health Science Center

Marcia Katz, MD, Associate Dean of Clinical Affairs, Chief Medical Officer, Professor of Medicine

Jeanette Schreiber, JD, MSW, Sr. AVP for Health Affairs, Chief Legal Officer, College of Medicine

Attachment A





Attachment B

Clinical Mission Update

UCF Board of Trustees

April 23, 2020

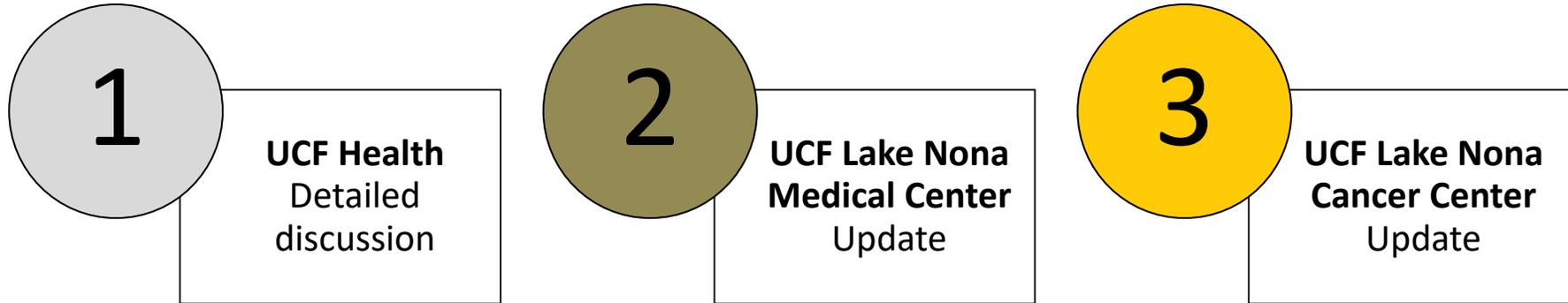


UCF College of Medicine

Introduction of the Team

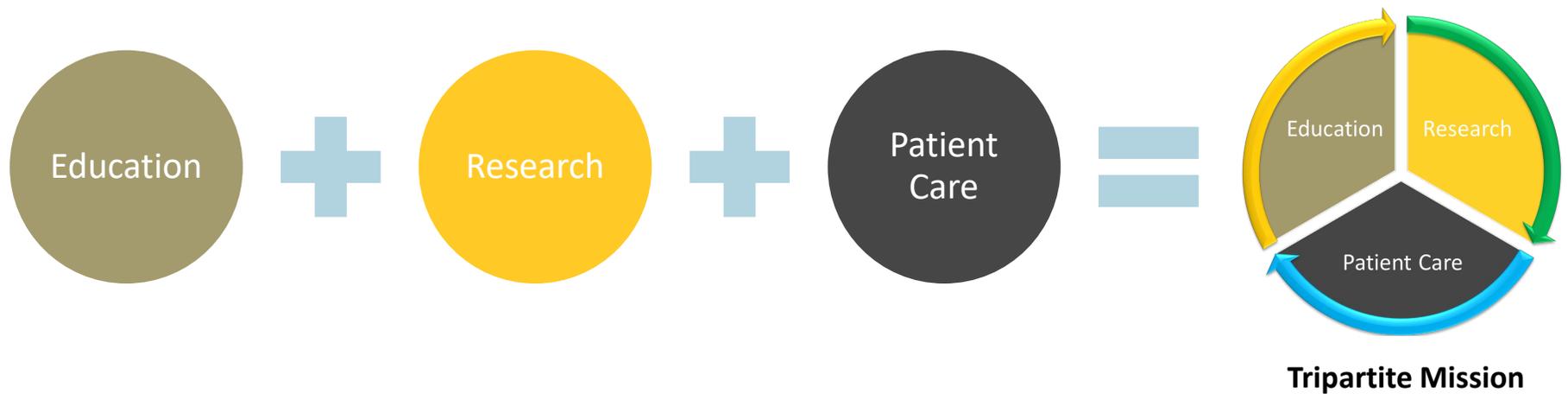
- **Deborah German, MD**
Dean College of Medicine, VP for Health Affairs
- **Danny Cavallo, MBA, CPA**
Chief Financial Officer College of Medicine,
AVP Finance and Administration Academic Health Science Center
- **Marcia Katz, MD, FACP, FACCP**
Associate Dean of Clinical Affairs, Chief Medical Officer,
Professor of Medicine
- **Jeanette Schreiber, JD, MSW**
Senior AVP for Health Affairs, Chief Legal Officer, College of Medicine

Topics



One College & Three Missions

Education, Research, and Patient Care



UCF College of Medicine

Mission & Vision

Mission

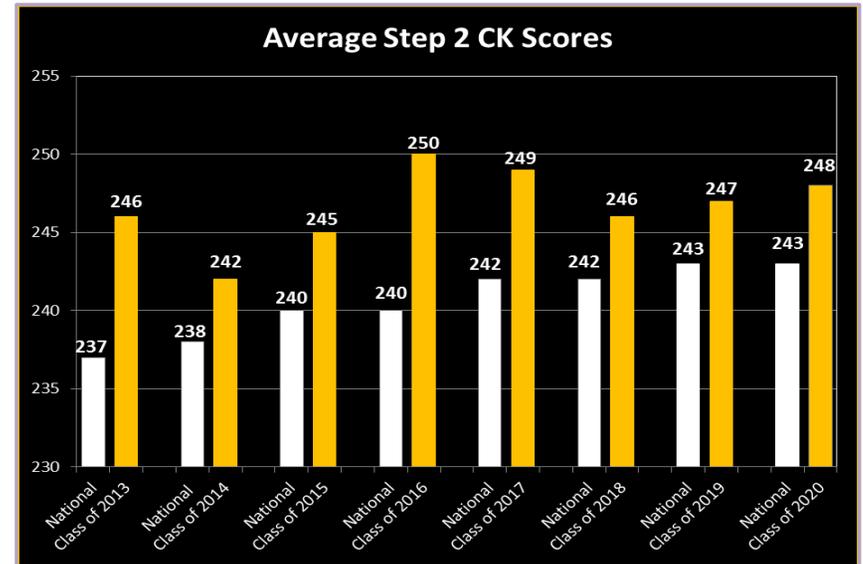
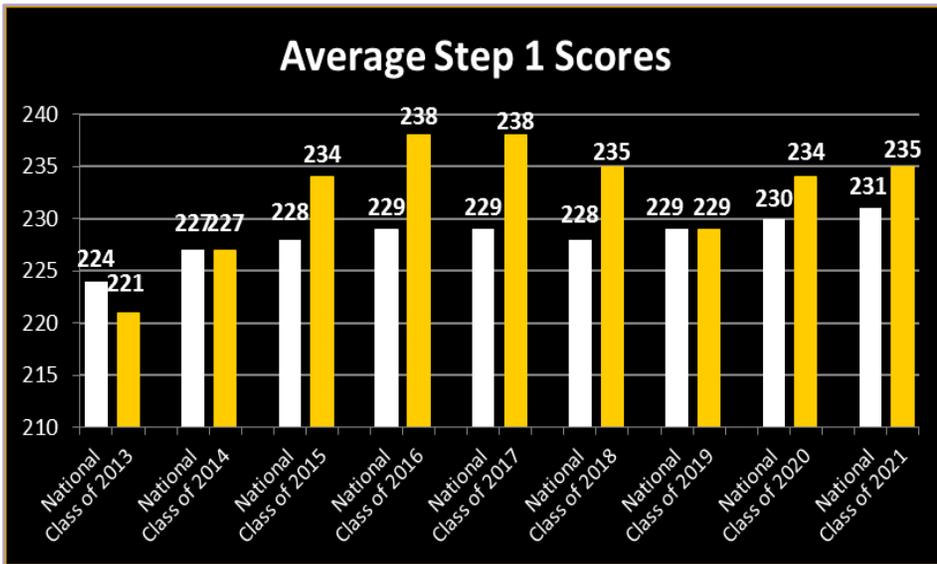
The University of Central Florida College of Medicine educates and inspires individuals to be exemplary physicians and scientists, leaders in medicine, scholars in discovery, and adopters of innovative technology to improve the health and well-being of all.

Vision

The University of Central Florida College of Medicine aspires to be the nation's premier 21st century college of medicine.

The UCF College of Medicine will be a national leader in **education, research, and patient care**, recognized for supporting and empowering its students and faculty to realize their passion for discovery, healing, health, and life, and for its ability to create partnerships to transform medical education, health care, and research.

U.S. Medical Licensing Examination Step 1 and Step 2 CK Scores



Step 1
Taken after pre-clerkship years (M2)

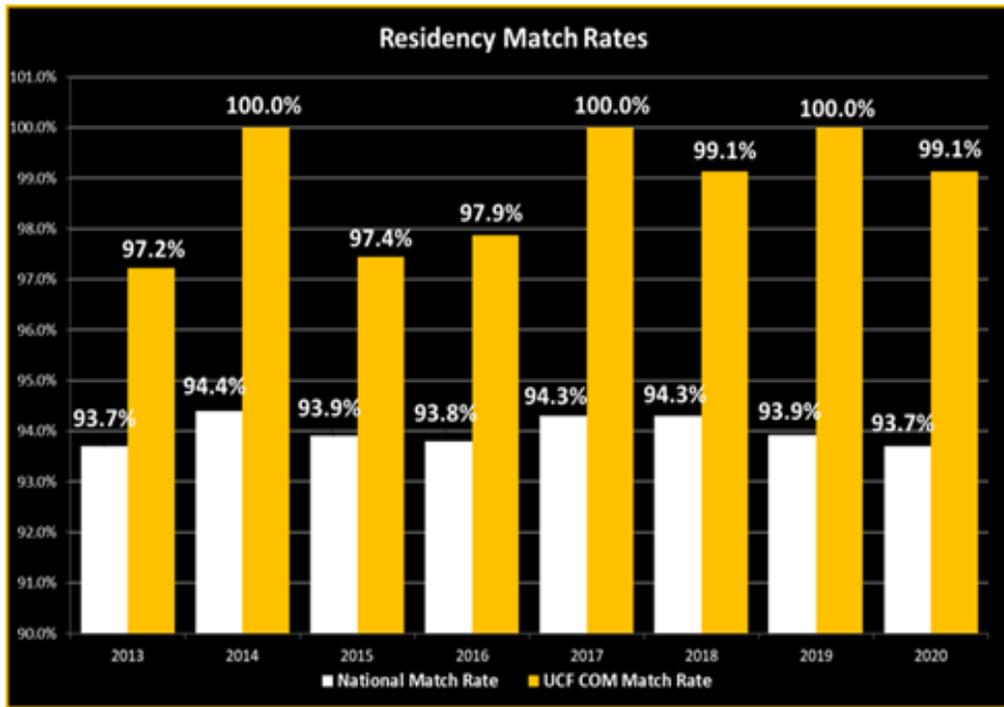
Step 2 Clinical Knowledge
Taken after first clinical year (M3)

M.D. Education Update

	25 th	50 th	75 th	
STUDENT CHARACTERISTICS				
Mean number of volunteer experiences	6.2	7.0	7.7	7.8
Mean number of research experiences	2.7	3.1	3.6	3.9
Mean number of publications	3.8	5.1	5.9	7.1
USMLE STEP SCORES				
Mean Step 1 scores	228.4	231.8	235.6	237.6
Mean Step 2 scores	2417.7	244.4	246.7	249.0

Data for all matched seniors from the National Resident Matching Program (2016 – 2018)

Match Rate



UCF COM – REVENUE AND EXPENDITURE SUMMARY** ONE COLLEGE – *Three Missions*

	FY18	FY19	FY20	FY20	FY21	FY22
AMOUNTS IN '000	ACTUAL	ACTUAL	BUDGET	FORECAST	BUDGET	PROFORMA ACT
Tuition and Fees	\$ 15,720	\$ 15,720	\$ 15,720	\$ 15,720	\$ 16,506	\$ 17,331
Government and Parent Support	41,034	42,495	43,183	43,782	44,288	44,788
Grants and Contracts	9,992	10,298	10,277	12,082	13,577	13,577
Hospital Purchased Services and Support *	18,453	27,201	34,680	33,473	40,865	45,291
Practice Plan and Other Revenue	5,758	6,949	8,160	7,805	8,679	9,000
TOTAL REVENUES	\$ 90,957	\$ 102,663	\$ 112,020	\$ 112,863	\$ 123,914	\$ 129,987
TOTAL EXPENDITURES	\$ 87,879	\$ 103,555	\$ 115,187	\$ 112,180	\$ 122,243	\$ 128,304
NET REVENUE OVER EXPENDITURES	\$ 3,078	\$ (892)	\$ (3,167)	\$ 683	\$ 1,671	\$ 1,683

* Graduate Medical Education Program

**Financial Presentation does not include COVID-19 impact

COM Finances - Key Points *

1. The Faculty Practice (UCF Health) is an **integral part** of the UCF College of Medicine (COM). The Faculty Practice is focusing on patient care (billable time), teaching, and research.
2. For the last 3 years COM **covered its recurring expenses with its recurring revenues including** UCF Health....with one budgeted exception in FY19, which was covered with COM reserves.
3. COM budgeted a deficit of -\$3.2M in FY19 but is forecasting to achieve a **\$0.7M surplus** (managing open positions and Faculty Practice improvements).
4. COM is planning for FY21 & FY22 to maintain a positive **margin of \$1.6M**** allowing to build reserves, and fund faculty startup costs and non-recurring initiatives. The margin of \$1.6M is net of \$1M already set aside for staff and faculty compensation increases.

* This presentation does not include COVID-19 expense impact or revenue loss.

** Includes 5% annual increase from tuition authority (total authority \$2.6M)

UCF HEALTH - ORIGINAL PROFORMA

Financial Projections

FY20 – FY22 

- Scheduling
 - Productivity
 - Staffing optimization
 - Clinical service line focus
- Continued focus on productivity
 - Selected service line expansions
 - Introduce new compensation plan
- Continued focus on productivity
 - Selected service line expansions
 - Introduce new benefit structure

Amounts in '000		FY20	FY21	FY22
	FY19 ACT			
Net Patient Service Revenue	\$ 6,315	\$ 7,564	\$ 9,913	\$ 10,163
Professional Service Revenue	\$ 634	\$ 590	\$ 602	\$ 614
Total Revenue	\$ 6,949	\$ 8,154	\$ 10,516	\$ 10,778
Faculty Salaries and Benefits	\$ 6,184	\$ 5,495	\$ 6,017	\$ 6,077
Staff Salaries and Benefits	\$ 5,573	\$ 5,029	\$ 4,594	\$ 4,436
Professional Services	\$ 605	\$ 325	\$ 487	\$ 517
Supplies and Repairs	\$ 1,077	\$ 1,354	\$ 1,452	\$ 1,535
Facility Expense	\$ 1,472	\$ 1,423	\$ 1,223	\$ 1,260
Information Technology	\$ 745	\$ 545	\$ 556	\$ 567
Other Expense	\$ 128	\$ 227	\$ 231	\$ 236
Total Expense	\$ 15,783	\$ 14,399	\$ 14,560	\$ 14,628
Support for clinical education	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Net Income / (Loss)	\$ (6,835)			\$ (1,851)

Goal:
\$5M improvement

While:
Advancing all three COM Missions



UCF COM – UCF HEALTH REVENUE AND EXPENDITURE FY20 YTD

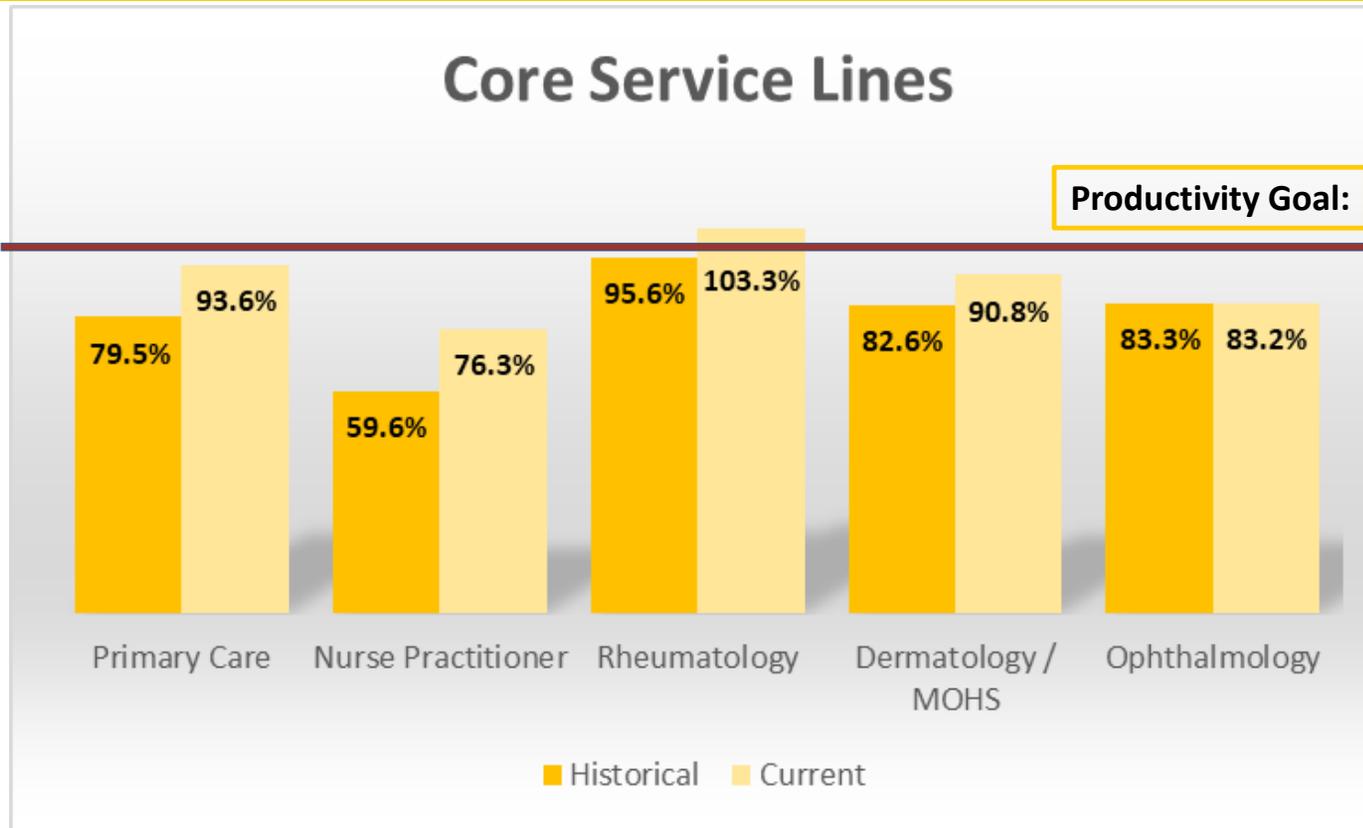
<i>Amounts in '000</i>	YTD as of Feb-2020			<i>FY20 Budget</i>	<i>Prior Year Actual</i>
	<i>Budget</i>	<i>Actual</i>	<i>Budget Variance</i>		
Revenue	4,968	5,164	196	8,160	6,951
Faculty Compensation and Benefits	(4,001)	(3,973)	29	(5,721)	(6,184)
Staff Salaries and Benefits	(3,600)	(3,669)	(68)	(5,235)	(5,573)
Other Operating Expenses	(2,376)	(2,466)	(90)	(3,685)	(3,688)
Total Operating Expenses	(9,977)	(10,107)	(130)	(14,642)	(15,446)
Non-Recurring / Non-operating Expenses	-	-	-	-	(341)
COM Education Allocation	1,289	1,289	-	1,997	2,092
Revenue over Expenses	(3,720)	(3,654)	66	(4,485)	(6,744)
COM Recurring Expense Support ¹⁾	3,720	3,654	(66)	-	5,852
Remaining Recurring Profit / (Loss)	-	-	-	(4,485)	(892)
¹⁾ mainly COM Faculty compensation					

\$5M IMPROVEMENT PLAN

FY20 – FY22

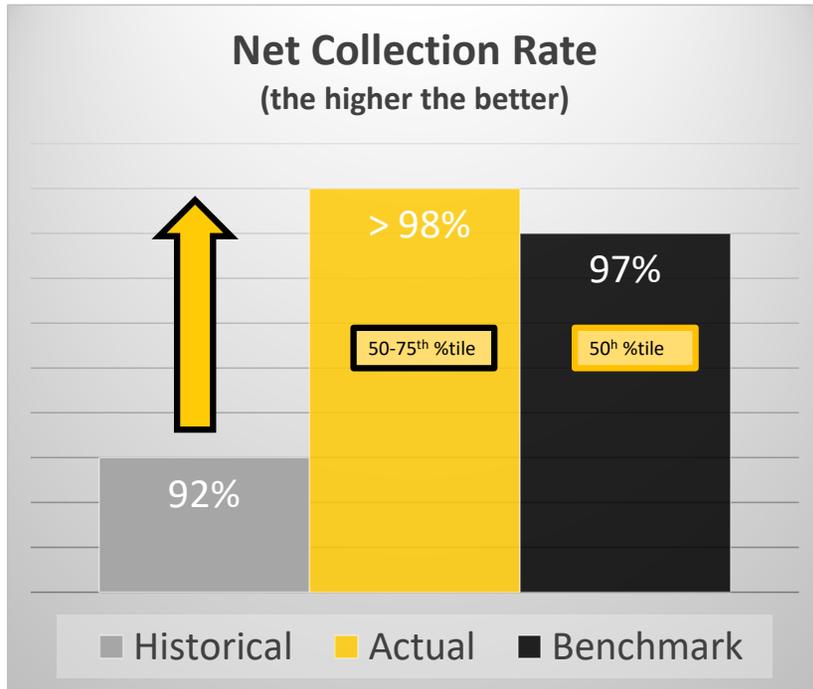
	Goal	Progress
Optimize clinical schedules, clinical FTE and patient volumes to achieve national best practices	\$2.2M	<div style="border: 1px solid black; width: 100%; height: 20px; background-color: #FFD700; position: relative;"> 45% </div>
Standardize administrative and clinical support staff to benchmark best practices	\$1.3M	<div style="border: 1px solid black; width: 100%; height: 20px; background-color: #FFD700; position: relative;"> 75% </div>
Service Lines – reductions, consolidations and expansions	\$1.0M	<div style="border: 1px solid black; width: 100%; height: 20px; background-color: #FFD700; position: relative;"> 80% </div>
Other (additional outsourcing, benefit structure)	\$0.5M	<div style="border: 1px solid black; width: 100%; height: 20px; background-color: white; position: relative;"> Not Started </div>

Provider Productivity - % of Goal*

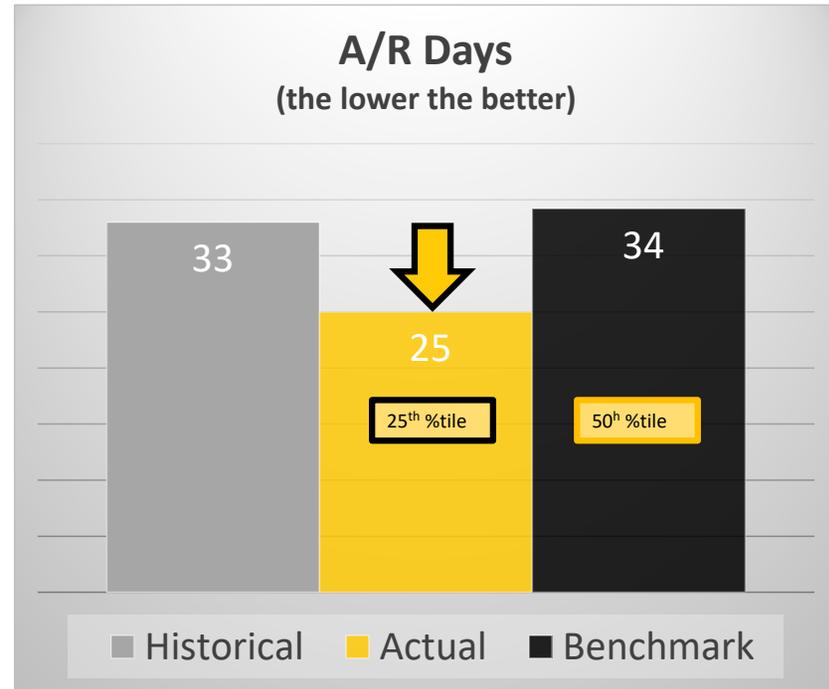


* For the majority of the Core Service Lines the productivity goal is 75th percentile of MGMA National Benchmark
Note: historical covers the first six months of FY21 and current reflects the most recent close (February)

Revenue Cycle Performance



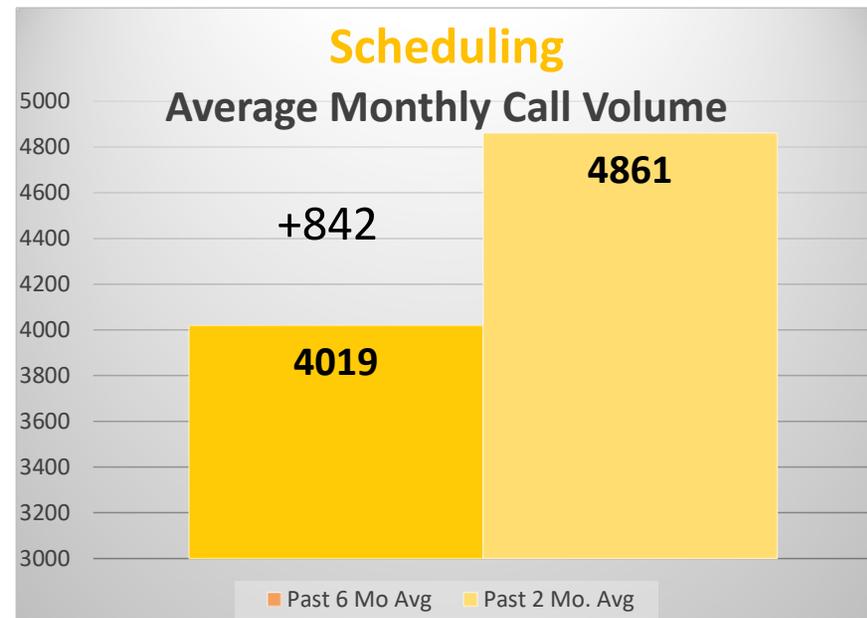
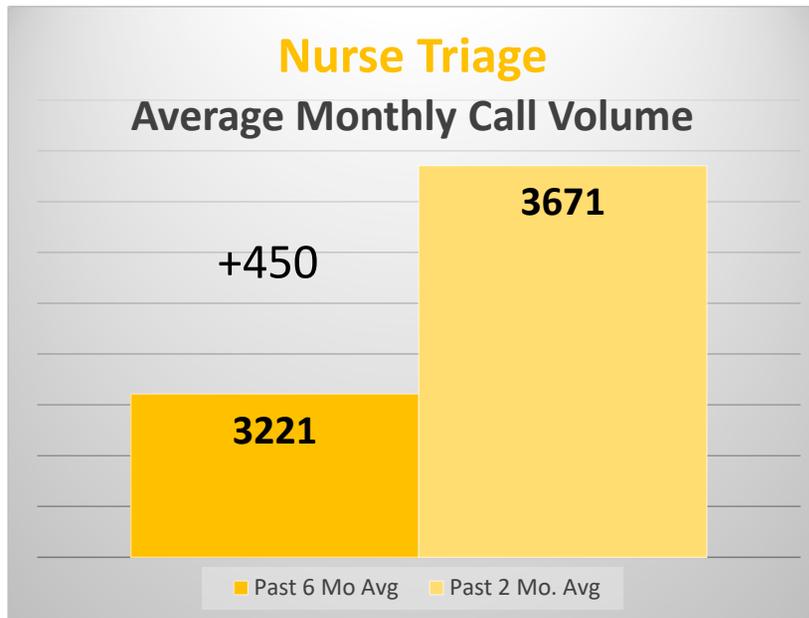
Positive annual impact \$450K
+ Reduction in labor costs associated
with cost to collect \$280K



Positive one time cash impact \$170K

Note: historical refers to FY20 and actual refers to FY21

Call Volume and Staffing Statistics



Staffing Benchmark:



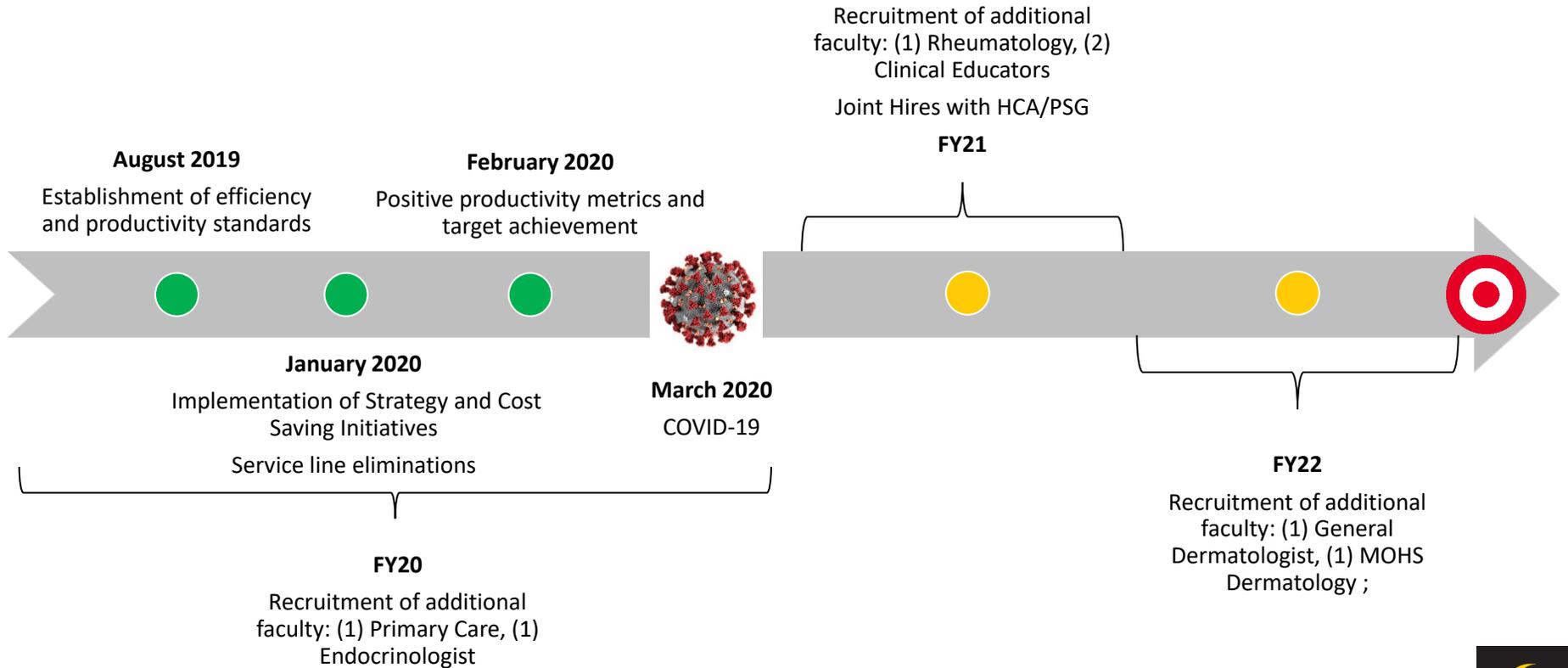
Actual FTE
3.5

Actual FTE
4.0

Staffing Benchmark:



Timeline



Adapting to COVID-19

Transformed the practice of medicine over night

- Patient care shifted from in-person to virtual except for the patients that need to be absolutely seen
- Routine new and follow-up visits cancelled and delayed.
- Social distancing and stay-at-home orders led to the rapid implementation of telehealth as our primary modality

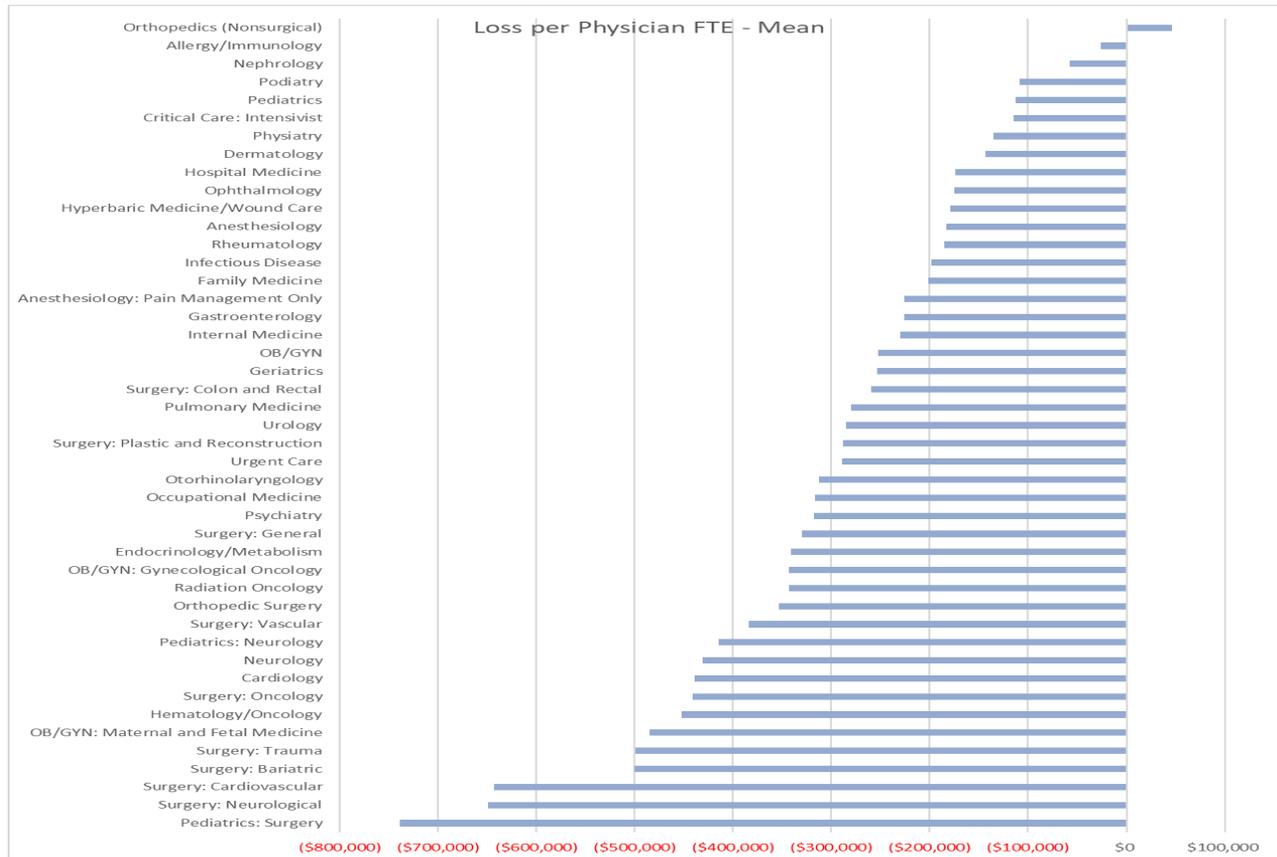
Financial Implications

- We currently estimate a revenue shortfall of approx. \$1.5M, assuming three months of interrupted operations.
- Exploring sources of relief for impact of COVID-19



National Data - MGMA

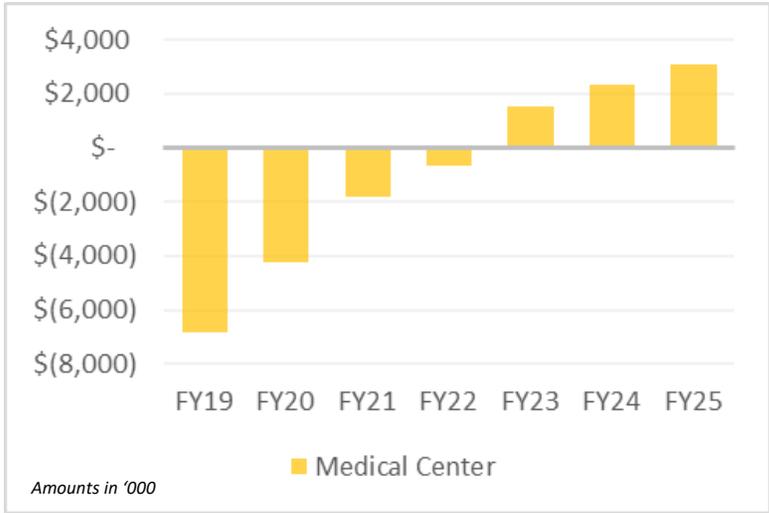
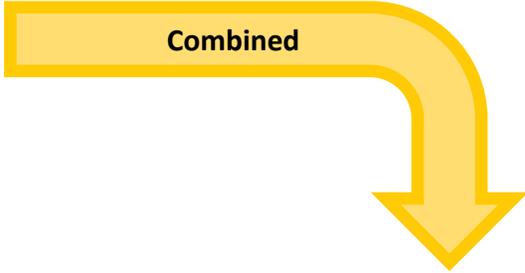
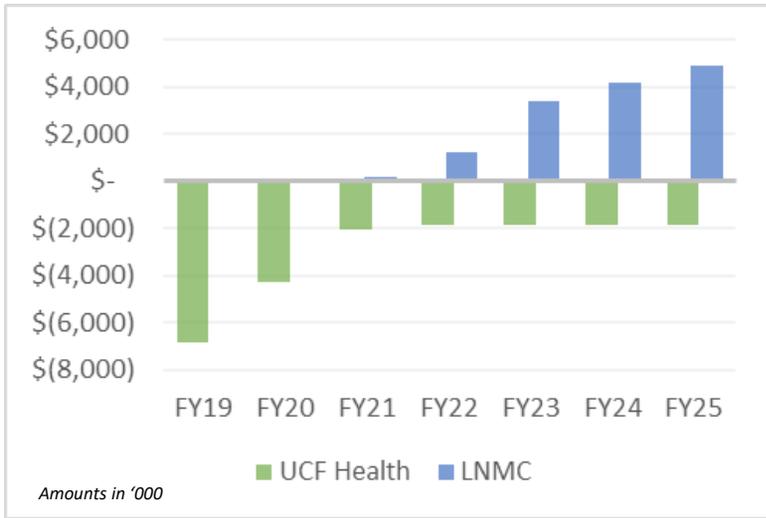
Net Income/(Loss) per FTE Physician



Source: MGMA 2019 Cost and Revenue, 2018 Data



Health Enterprise – Multi-year Outlook



Strategies for the Future

1. Maintaining academic (tripartite) mission, i.e. while supporting the faculty practice vs physician community practice
2. Focus on growth and success of the Joint Venture / Health Enterprise
3. Create a strategic political plan, develop and nurture representation in Tallahassee
4. COVID-19 impact and potential evolution of healthcare delivery and payment models (Telehealth)
5. Develop funding for Academic Health Sciences Center

UCF Lake Nona Medical Center

- 20/80 UCFAH/HCA equity partners
 - UCFAH Land and Brand
 - HCA \$175M and expertise
- 50/50 Governance
- Original Opening - 4th quarter 2020
- Current Opening - 1st quarter of 2021, COVID-19 delay



UCF Lake Nona Cancer Center

- Update on leases





Thank You

Discussion



ITEM: EP-1

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Conferral of Degrees for Spring 2020 Commencement Ceremonies

Background:

UCF expects to award the following degrees in Spring 2020

Baccalaureate Degrees:	7,281
Master's Degrees:	1,270
Doctoral and Specialist:	156
Total:	8,707

Issues to be Considered:

Spring 2020 conferral for 8,707 graduates.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Recommend approval of the conferral of Degrees during for Spring 2020.

Authority for Board of Trustees Action:

BOG 1.001 (4)(a)

UCF BOT EPC Charter 2.1

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Kenneth Bradley has approved adding this item to the agenda.

Submitted by: Brian Boyd
University Registrar

Supporting Documentation: Attachment A: Graduation Count

Facilitator: Michael D. Johnson
Interim Provost and Vice President for Academic Affairs

Attachment A

UCF Spring 2020 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	913	70	2	985
College of Business Administration	841	246	2	1,089
College of Community Innovation and Education	820	376	25	1,221
College of Engineering and Computer Science	854	273	58	1,185
College of Graduate Studies	0	15	0	15
College of Health Professions and Sciences	777	125	34	936
College of Medicine	305	13	2	320
College of Nursing	388	27	7	422
College of Optics and Photonics	12	14	6	32
College of Sciences	1,592	69	18	1,679
College of Undergraduate Studies	412	0	0	412
Rosen College of Hospitality Management	367	42	2	411
Degree level totals:	7,281	1,270	156	8,707

UCF BOARD OF TRUSTEES
April 23, 2020

Title: UCF 2020 Accountability Plan

Background:

The 2020 Accountability Plan includes: highlights of UCF's strategic direction; the university's performance-based funding, preeminence, and key performance indicator metrics; the enrollment plan; and, potential academic program development.

The Board's acceptance of this Accountability Plan does not constitute approval of any particular component, nor does it supersede any necessary approval processes that may be required for each component. The Board of Governors is scheduled to consider the plans at their June 23-25, 2020 meeting.

Following approval by the Educational Programs Committee, the narrative portion of the document was updated in consultation with President Cartwright.

Issues to be Considered:

Approval of UCF 2020 Accountability Plan for submission to Florida Board of Governors. Please refer to the attached Accountability Plan.

As of April 20, 2020, Board of Governors Staff provided the following written guidance to universities.

1. Accountability Plan due date remains May 1
2. Do not adjust any projected goals at this stage
3. Only 2020 cycle results will be presented at the June Board of Governors meeting
4. Approval of 2020 cycle results is required to receive Performance Based Funding Allocations
5. Additional guidance regarding next steps related to updating the goals for each metric, the narrative portions, and the academic coordination components of the plans will be established after the June Board of Governors meeting and **updated materials will be brought back to the Board of Trustees for approval**

Alternatives to Decision:

N/A – BOG 2.002 (3) regulation requires annual submission.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Recommend approval of the UCF 2020 Accountability Plan based on the only template currently available.

Authority for Board of Trustees Action:

BOG 2.002 (3): Each board of trustees shall prepare an accountability plan and submit updates on an annual basis for consideration by the Board of Governors.

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Kenneth Bradley has approved adding this item to the agenda.

Submitted by: M. Paige Borden
Associate Provost and Chief Analytics Officer
Division of Analytics and Integrated Planning

Supporting Documentation: Attachment A – UCF 2020 Accountability Plan
Attachment B – BOT Executive Summary
Attachment C – Potential Impact of COVID-19 on Metrics

Facilitator: Michael D. Johnson
Interim Provost and Vice President for Academic Affairs

Attachment A

2020
ACCOUNTABILITY PLAN
UNIVERSITY OF
CENTRAL FLORIDA

Draft 4/22/2020



2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



Table of Contents

INTRODUCTION	3
STRATEGY	4
Mission Statement.....	4
Statement of Strategy	4
Strengths, Opportunities & Challenges	5
Key Initiatives & Investments	5
Graduation Rate Improvement Plan Update	6
Key Achievements for Last Year	7
PERFORMANCE-BASED FUNDING METRICS	8
PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS	10
KEY PERFORMANCE INDICATORS	13
Teaching & Learning	13
Scholarship, Research & Innovation Metrics	17
Institution Specific Goals	18
ENROLLMENT PLANNING	19
ACADEMIC PROGRAM COODINATION	21
DEFINITIONS	22

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



INTRODUCTION

The Accountability Plan is an annual report that is closely aligned with the Board of Governors' 2025 System Strategic Plan. This report enhances the System's commitment to accountability and strategic planning by fostering greater coordination between institutional administrators, University Boards of Trustees and the Board of Governors regarding each institution's direction and priorities as well as performance expectations and outcomes on institutional and System-wide goals.

Once an Accountability Plan is approved by each institution's respective Boards of Trustees, the Board of Governors will review and consider the plan for approval, excluding those sections of the Plan that require additional regulatory or procedural approval pursuant to law or Board regulations.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



STRATEGY

Mission Statement

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

Statement of Strategy

UCF will be the 21st-century model of a new kind of research university that's tightly coupled with urban growth, with entrepreneurship, and with partnerships to develop the talent that simultaneously attracts and drives the innovation and investment to move our region and state forward.

UCF will have a national and, in key areas, international reputation for excellence. Specifically, we will become a Top 50 public, national university in U.S. News & World Report's College rankings.

With a greater focus on enhancing research expenditures, scholarly activity, national academic members and post-doctoral appointments, UCF is committed to achieving the breadth and quality of programs of research and graduate education (as well as undergraduate education) consistent with consideration for membership in the Association of American Universities.

UCF will continue to reflect and celebrate the diversity that is our state and nation's future. We will empower students of all backgrounds to discover their full potential, with the goal of eliminating achievement gaps among student populations, while realizing an overall student success four-year graduation rate above 60%.

As a model 21st-century university, UCF will also strive to achieve operational excellence, delivering services in new efficient and effective ways, leveraging technology to reduce administrative cost and increase investments in our academic and research enterprises.

These are not only goals UCF will commit to, they will be the foundation upon which the next generation of UCF students and faculty will conquer our greatest challenges.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



STRATEGY (cont.)

Strengths, Opportunities & Challenges

UCF's immediate attention is appropriately on the challenge of COVID-19. But COVID also represents an opportunity to rethink how classes are delivered, ascertain the appropriate mix of online and in-person instruction, identify which services are best provided by the university and create a more efficient and strategic budget process

With record highs for first-year retention (91.5 percent) and multiple student success measures placing UCF among the Top 50 national, public universities in certain 2020 U.S. News and World Report rankings, UCF will now focus on four-year graduation rates (46.5 percent) to ensure even more students benefit from shorter time-to-degree and even less debt.

UCF is fortunate to have several key areas of distinction to build upon, such as optics and lasers, modeling and simulation, engineering and computer science, hospitality and game development.

In particular, UCF's growing Academic Health Science Center and upcoming UCF Lake Nona Medical Center will expand UCF's research and impact in health-related fields and the local economy. A key metric for the establishment of the Academic Health Science Center will be its ability to enable substantial growth in university research funding. This expansion would be added to our sustained growth in research funding, which again set another record for UCF this past year with \$192 million.

Three Key Initiatives & Investments

1. Student Success:

- Creation of the Student Learning and Academic Success unit charged with academic success and four-year graduation with a goal to increase retention, progression and graduation rates. Over the last five years, UCF's retention rate has improved by 3 percent, improved four-year graduation by 15 percent, and reduced excess hours by 14 percent.
- UCF will create a strategic enrollment management team, coupled with a strategic plan, that will focus on better aligning all enrollment to the university's strategic goals with input from colleges and faculty leadership.

2. Faculty Size and Excellence:

- Hire additional full-time faculty members in areas of specific focus (e.g. STEM, areas of strategic programmatic emphasis, and emerging fields). Hiring full-time faculty members strengthens the undergraduate and graduate academic experience by ensuring course availability, decreasing class size, increasing student engagement, supporting undergraduate and graduate research, and stabilizing UCF's student-to-faculty ratio.
- An emphasis on hiring tenured and tenure-track faculty members addresses the overall mix of faculty members while boosting UCF's growing research promise and economic impact. Over the last five years, UCF has increased tenured and tenure-track faculty by 34 percent and reduced the student-to-faculty ratio to levels similar to 2007.

3. Research and graduate activity:

- Increase the volume and impact of UCF research while enhancing graduate degree quality.
- Increasing research and graduate activity ensures the university's long-held top Carnegie Classification as a "R1: Doctoral University: Highest Research Activity". Achieving \$1.6 billion in external research grants received in the past decade, over the last five years, UCF's research grants have increased 32 percent.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



STRATEGY (cont.)

Graduation Rate Improvement Plan Update

Student Success Initiatives

Board-Approved Program / Initiative ¹	Impacts in 2019-20	Plans for 2020-21
Pegasus Path (degree planner)	27,548 – a 138% increase (available to all undergraduates)	Increase adoption by students and transform to tracking and early alerts
mySchedule Builder (schedule optimizer)	60,139 across three semesters (available to all undergraduates)	Increase adoption
myKnight STAR (predictive analytics advising tool)	59,485 (available for all undergraduates)	Cohort campaigns focused on retention and persistence
Think 30 (credit hour completion)	13,946 – a 10% increase (campaign to 28,256 FTIC students)	
Knight's Completion Grant	372 awards	Increase number of awards
Digital Learning Course Redesign	72,159 enrollments – 55 redesigned courses	Complete the 4 th cycle of course redesigns
Integrative Learning (QEP)	29,912	QEP sunsets – initiatives institutionalized
General Education "Refresh"	18,162 students, 21% of GEP courses, 71 trained faculty	Increase to 60% of GEP courses

¹As outlined in the BOG-approved accountability plans in June 2018

Timely Completion Initiatives

UCF's "Think 30" campaign generated large increases in FTIC student completions of 30 or more hours in an academic year. Since 2014, first year students completing 30 hours increased 27 percent, and among second year students there was an increase of 22 percent. Think 30 is only one initiative UCF is leveraging to increase 4-year graduation rates.

UCF also focused on building capacity in key courses. In one college, funding was provided to address the general education courses with the highest waitlist volume. Central funds and college funds were redirected to provide an additional 4,697 seats in 12 key courses. The waitlists for the courses were reduced by as much as 88 percent. By creating additional seats in key general education courses, student on-track progression will increase.

Eliminating Financial Barriers

UCF invested \$15 million in carry forward dollars to support a multi-year plan focused on undergraduate completion. The new programs assisted 3,045 students in meeting their financial burdens and expended \$2.8 million through one semester (Fall 2019). The carry-forward dollars provided support for students taking 15 credit hours in the fall or spring, facilitated junior and senior on-track progression, and reduced student loan needs.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



Key Achievements for Last Year (Student, Faculty, Program, Institutional)

Student Achievements

1. College of Engineering and Computer Science Cyber Defense Team students won the Department of Education's CyberForce National Competition.
2. Florida Interactive Entertainment Academy students' game Tablecraft won game of the year at the Interservice/Industry Training, Simulation and Education Conference.
3. UCF student recognitions included 2 Astronaut Scholars, 1 Goldwater Scholar, 5 Fulbright Scholars, 1 Critical Language Scholar, 7 National Science Foundation Scholars, and 1 Gilman Scholar.

Faculty Achievements

1. College of Sciences Physics Assistant Professor Xiofeng Feng was named a Sloan Research Fellow and received \$70,000 to further his research. Feng is the first faculty member earning this prestigious fellowship for UCF.
2. Rosen College of Hospitality Management Dean Youcheng Wang and Associate Dean Alan Fyall were awarded membership in the International Academy for the Study of Tourism based in Hong Kong. There are only 87 fellows worldwide.
3. Six UCF faculty earned NSF CAREER awards, a prestigious award in support of early-career faculty who have the potential to serve as academic role models in research and education.
4. Professor of Engineering Sudipta Seal was named a Materials Research Society Fellow. The prestigious international recognition is the first for UCF and the 10th in Florida.

Program Achievements

1. College of Community Innovation and Education in partnership with Nemours founded the PedsAcademy, the world's first pediatric school program providing education opportunities specific to a child's condition.
2. Top 5 World Program Rankings: Rosen College of Hospitality Management ranks 5th in the world by both the Academic Ranking of World Universities rankings list and *CEOWorld* magazine. Florida Interactive Entertainment Academy (FIEA) graduate program ranks 5th in the world for Game Design according to The Princeton Review and PC Gamer magazine.
3. Twenty-seven UCF programs were nationally ranked in the top 100 of their fields by *U.S. News & World Report* 2020 Best Graduate Schools.

Institutional Achievements

1. UCF completed the largest philanthropic campaign in the university's 51-year history. IGNITE: The Campaign for UCF raised \$531.5 million in gifts and commitments.
2. UCF ranks 31st among public universities in the nation and has been among the top 100 in the world for the past five years according to the annual rankings by the National Academy of Inventors and the Intellectual Property Owners Association.
3. UCF received official federal designation as a Hispanic Serving Institution.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



PERFORMANCE-BASED FUNDING METRICS

1. Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+)

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
ACTUAL	65.1	66.2	67.9	67.4	69.1
APPROVED GOALS	.	65.0	67.2	68.5	69.1	69.5	69.9	70.1	.	.
PROPOSED GOALS	69.5	69.9	70.1	70.3	70.5

2. Median Wages of Bachelor's Graduates Employed Full-time

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
ACTUAL	37,000	38,600	38,700	38,600	40,000
APPROVED GOALS	.	36,600	39,100	39,700	40,200	40,600	41,100	41,300	.	.
PROPOSED GOALS	40,600	41,100	41,300	41,400	41,400

3. Average Cost to the Student [Net Tuition & Fees per 120 Credit Hours for Resident Undergraduates]

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	15,330	15,380	15,400	12,070	7,580
APPROVED GOALS	.	.	15,120	15,968	12,000	11,950	11,900	11,850	.	.
PROPOSED GOALS	7,580	7,530	7,480	7,430	7,380

4. FTIC Four-Year Graduation Rate [Full-time FTIC students only]

	2011-15	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24
ACTUAL	40.4	43.6	43.7	45.7	46.3
APPROVED GOALS	.	42.0	45.0	44.7	46.8	48.0	50.1	50.7	.	.
PROPOSED GOALS	48.0	50.1	50.7	51.8	52.9

5. Academic Progress Rate [Second Fall Retention Rate with at Least a 2.0 GPA for Full-time FTIC students]

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	86.6	86.5	87.6	88.7	90.1
APPROVED GOALS	.	88.0	87.4	87.9	88.9	89.5	90.0	90.2	.	.
PROPOSED GOALS	90.3	90.5	90.6	90.7	90.8

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



PERFORMANCE-BASED FUNDING METRICS (cont.)

6. Percentage of Bachelor's Degrees Awarded within Programs of Strategic Emphasis

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	49.7	52.0	51.9	51.6	51.2
APPROVED GOALS	.	50.0	52.5	52.5	53.0	53.4	53.8	54.0	.	.
PROPOSED GOALS	53.4	53.8	54.0	54.0	54.0

7. University Access Rate [Percent of Undergraduates with a Pell grant]

	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023
ACTUAL	39.4	39.7	39.4	40.6	39.2
APPROVED GOALS	.	40.0	40.2	40.0	41.0	41.8	42.4	42.8	.	.
PROPOSED GOALS	41.8	42.4	42.8	42.8	42.8

8. Percentage of Graduate Degrees Awarded within Programs of Strategic Emphasis

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	61.7	63.4	62.0	62.6	61.2
APPROVED GOALS	.	62.0	63.6	62.5	63.0	63.4	63.8	64.0	.	.
PROPOSED GOALS	63.4	63.8	64.0	64.0	64.0

9. BOG Choice: Percent of Baccalaureate Degrees Awarded Without Excess Hours

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	69.2	66.3	76.4	77.8	79.0
APPROVED GOALS	.	69.0	68.0	76.8	78.1	78.7	79.1	79.4	.	.
PROPOSED GOALS	79.2	79.4	79.6	79.8	80.0

10. BOT Choice: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	31.5	33.2	35.0	35.5	37.9
APPROVED GOALS	37	38	38	39	.	.
PROPOSED GOALS	39	40	40	41	41

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS

A. (1). Average GPA

	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024
ACTUAL	4.0	4.0	4.1	4.1	4.2
APPROVED GOALS	.	4	4	4.1	4.1	4.1	4.1	4.1	.	.
PROPOSED GOALS	4.1	4.1	4.1	4.1	4.1

A. (2). Average SAT Score

	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024
ACTUAL	1261*	1262*	1316	1326	1332
APPROVED GOALS	.	1263*	1265*	1318	1326	1327	1328	1328	.	.
PROPOSED GOALS	1332	1332	1332	1332	1332

Note*: Historical scores and approved goals were based upon a different SAT scale standard.

B. Public University National Ranking [Top50 rankings based on BOG's official list of publications]

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ACTUAL	1	2	1	3	2
APPROVED GOALS	.	2	2	2	3	3	4	4	.	.
PROPOSED GOALS	3	4	4	4	4

C. Freshman Retention Rate [Full-time FTIC students only]

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	89	89	89.6	90	91
APPROVED GOALS	.	89	90	90	91	91.5	92.0	92.4	.	.
PROPOSED GOALS	91.7	92.0	92.4	92.4	92.5

D. Four-year Graduation Rate [Full-time FTIC students only]

	2011-15	2012-16	2013-17*	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24
ACTUAL	40.4	43.6	43.7	45.7	46.3
APPROVED GOALS	.	42	45	44.7	46.8	48.0	50.1	51.0	.	.
PROPOSED GOALS	48.0	50.1	51.0	51.8	52.9

Note*: The 2013-17 data will be reported to IPEDS in 2020 as part of their annual data collection cycle.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (cont.)

E. National Academy Memberships

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ACTUAL	1	6	6	6	7
APPROVED GOALS	.	2	7	6	7	7	8	8	.	.
PROPOSED GOALS	7	8	8	8	8

F. Science & Engineering Research Expenditures (\$M)

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	170	166	169	176	186
APPROVED GOALS	.	174	194	194	201	206	210	210	.	.
PROPOSED GOALS	206	210	210	210	210

G. Non-Medical Science & Engineering Research Expenditures (\$M)

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	168	158	161	165	169
APPROVED GOALS	.	171	186	186	192	198	201	201	.	.
PROPOSED GOALS	198	201	201	201	201

H. Number of Broad Disciplines Ranked in Top 100 for Research Expenditures

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
ACTUAL	7	7	7	7	6
APPROVED GOALS	.	7 of 8	.	.						
PROPOSED GOALS	7 of 8				

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



PREEMINENT RESEARCH UNIVERSITY FUNDING METRICS (cont.)

I. Utility Patents Awarded [over three calendar years]

	2013-15	2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23	2022-24
ACTUAL	177	184	165	147	138
APPROVED GOALS	.	208	192	152	138	135	135	135	.	.
PROPOSED GOALS	135	140	135	136	138

J. Doctoral Degrees Awarded Annually

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	423	440	429	438	415
APPROVED GOALS	.	445	455	440	455	470	480	490	.	.
PROPOSED GOALS	470	480	490	490	490

K. Number of Post-Doctoral Appointees

	FALL 2014	FALL 2015	FALL 2016*	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023
ACTUAL	47	51	67	94	146
APPROVED GOALS	64	68	72	96	112	117	123	129	.	.
PROPOSED GOALS	160	170	180	190	200

Note*: The Fall 2016 data will be reported by the Center for Measuring University Performance in their annual Top American Research Universities (TARU) report in 2020.

L. Endowment Size (\$M)

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	150.7	146.4	157	163	165
APPROVED GOALS	.	169	153	165	175	182	190	190	.	.
PROPOSED GOALS	182	190	190	191	200

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



KEY PERFORMANCE INDICATORS

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

1. Public University National Ranking [Number of Top50 Rankings based on BOG's official list of publications]

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ACTUAL	1	2	1	3	2
APPROVED GOALS	.	2	2	2	3	3	4	4	.	.
PROPOSED GOALS	3	4	4	4	4

2. Freshmen in Top 10% of High School Class

	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024
ACTUAL	33	33	31	34	36
APPROVED GOALS	.	34	35	31	35	36	37	38	.	.
PROPOSED GOALS	36	37	38	38	39

3. Time to Degree for FTICs in 120hr programs

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	4.4	4.4	4.4	4.3	4.3
APPROVED GOALS	.	4.3	4.2	4.3	4.3	4.2	4.2	4.2	.	.
PROPOSED GOALS	4.2	4.2	4.2	4.2	4.1

4. Six-Year FTIC Graduation Rates [Full- & Part-time students]

	2009-15	2010-16	2011-17	2012-18	2013-19	2014-20	2015-21	2016-22	2017-23	2018-24
ACTUAL	70	68	70	72	72
APPROVED GOALS	.	70	71	70	72	73	73	74	.	.
PROPOSED GOALS	73	73	74	74	74

5. FCS AA Transfer Three-Year Graduation Rate (Florida College System w/ Associate in Arts)

	2012-15	2013-16	2014-17	2015-18	2016-19	2017-20	2018-21	2019-22	2020-23	2021-24
ACTUAL	53	54	54	51	53
APPROVED GOALS
PROPOSED GOALS	53	54	54	54	55

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



KEY PERFORMANCE INDICATORS (cont.)

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

6. Pell Recipient Four-Year Graduation Rate [for Full-Time FTIC]

	2011-15	2012-16	2013-17	2014-18	2015-19	2016-20	2017-21	2018-22	2019-23	2020-24
ACTUAL	36	40	41	43	43
APPROVED GOALS
PROPOSED GOALS	44	45	46	47	48

7. Bachelor's Degrees Awarded [First Majors Only]

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	12,629	12,832	13,070	13,341	13,959
APPROVED GOALS	.	12,850	13,190	13,330	13,600	13,870	14,150	14,400	.	.
PROPOSED GOALS	14,100	14,250	14,400	14,550	14,700

8. Graduate Degrees Awarded [First Majors Only]

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	2,673	2,681	2,647	2,752	2,884
APPROVED GOALS	.	2,770	2,700	2,670	2,793	2,833	2,868	2,996	.	.
PROPOSED GOALS	2,900	2,950	3,000	3,050	3,100

9. Percentage of Bachelor's Degrees Awarded to African-American & Hispanic Students

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	32	33	35	36	38
APPROVED GOALS	.	32	33	36	37	38	38	39	.	.
PROPOSED GOALS	39	40	40	41	41

10. Percentage of Adult (Aged 25+) Undergraduates Enrolled

	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022	FALL 2023	FALL 2024
ACTUAL	20	20	19	18	18
APPROVED GOALS	.	21	21	20	20	21	21	21	.	.
PROPOSED GOALS	21	21	21	21	21

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



KEY PERFORMANCE INDICATORS (cont.)

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

11. Percent of Undergraduate FTE in Online Courses

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	30	31	33	34	37
APPROVED GOALS	.	31	32	34	35	37	39	40	.	.
PROPOSED GOALS	38	39	40	40	41

12. Percent of Bachelor's Degrees in STEM & Health

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	33	34	35	34	35
APPROVED GOALS	.	34	35	36	36	37	38	38	.	.
PROPOSED GOALS	37	38	38	38	38

13. Percent of Graduate Degrees in STEM & Health

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	44	47	45	47	46
APPROVED GOALS	.	45	47	48	48	49	50	50	.	.
PROPOSED GOALS	49	50	50	50	50

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



KEY PERFORMANCE INDICATORS (cont.)

Teaching & Learning (from the 2025 System Strategic Plan not included in PBF section)

14. Professional Licensure & Certification Exam First-time Pass Rates

CALENDAR YEAR	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
NURSING	97	92	96	95	97	97	97	97	97	97
<i>US Average</i>	87	88	90	92	91
MEDICINE (2YR)	100	100	97	97	98	98	98	98	98	98
<i>US Average</i>	96	96	96	96	97
CROSS-YEAR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
MEDICINE (4Y-CK)	99	100	98	99	98	98	98	98	98	98
<i>US Average</i>	95	96	96	97	98
MEDICINE (4Y-CS)	100	99	97	96	97	97	97	97	97	97
<i>US Average</i>	96	97	96	95	95
MULTI-YEAR	2013-15	2014-16	2015-17	2016-18	2017-19	2018-20	2019-21	2020-22	2021-23	2022-24
PHYSICAL THERAPY	98	98	100	99	99	95	95	95	95	95
<i>US Average</i>	91	92	92	92	92
Exam Scores Relative to Benchmarks										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
ABOVE OR TIED	5	5	5	5	5	5	5	5	5	5
TOTAL	5	5	5	5	5	5	5	5	5	5

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



KEY PERFORMANCE INDICATORS (cont.)

Scholarship, Research & Innovation Metrics

15. National Academy Memberships

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
ACTUAL	1	6	6	6	7
APPROVED GOALS	.	2	7	6	7	7	8	8	.	.
PROPOSED GOALS	7	8	8	8	8

16. Faculty Awards

	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018	FALL 2019	FALL 2020	FALL 2021	FALL 2022
ACTUAL	6	7	7	8	7
APPROVED GOALS	.	12	8	8	10	11	12	12	.	.
PROPOSED GOALS	11	12	12	12	12

17. Total Research Expenditures (\$M)

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	216	198	200	215	225
APPROVED GOALS	.	218	271	248	269	290	315	315	.	.
PROPOSED GOALS	290	315	315	315	315

18. Research Expenditures from External Sources (\$M)

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
ACTUAL	107	118	114	119	127
APPROVED GOALS
PROPOSED GOALS	133	140	140	140	140

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



KEY PERFORMANCE INDICATORS (cont.)

Scholarship, Research & Innovation Metrics

19. Utility Patents Awarded

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
ACTUAL	58	59	48	40	50
APPROVED GOALS	.	.	65	45	45	45	45	45	.	.
PROPOSED GOALS	45	45	45	46	47

20. Number of Licenses/Options Executed Annually

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
ACTUAL	23	38	34	40	28
APPROVED GOALS	.	31	34	34	34	36	36	36	.	.
PROPOSED GOALS	36	36	36	36	36

21. Number of Start-up Companies Created

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
ACTUAL	8	14	9	1	0
APPROVED GOALS	.	10	15	10	12	14	15	15	.	.
PROPOSED GOALS	14	15	15	15	15

Institution Specific Goals

UCF Lake Nona Medical Center

2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
HCA PARTNER-SHIP	BOG APPROVAL	SECURE PERMITS	BEGIN CONST-RUCTION	CONST-RUCTION CONTINUES	OPENING	ROTATIONS 4 th YEAR	ROTATIONS 3 rd YEAR	EXPANSION – SHELLLED BEDS	APPRVL TO BUILD NURSING COLL. ON AHSC CAMPUS

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



ENROLLMENT PLANNING

Fall Headcount Enrollment by Student Level [all degree-seeking students, all campuses]

UNDERGRADUATE	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
ACTUAL	54,075	55,253	56,424	58,402	58,962
APPROVED GOALS	.	.	56,000	57,595	58,410	58,400	58,400	58,400	.	.
PROPOSED GOALS	59,230	59,365	59,410	59,384	59,313
GRADUATE	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
ACTUAL	8,012	8,170	8,840	9,319	9,722
APPROVED GOALS	.	.	8,590	9,148	9,500	10,000	10,400	10,710	.	.
PROPOSED GOALS	10,522	11,057	11,510	11,888	12,217

Fall Headcount Enrollment by Student Type [all degree-seeking students, all campuses]

UNDERGRADUATE	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
FTIC: New	6,535	6,403	6,879	7,230	7,321	7,332	7,332	7,332	7,332	7,332
FTIC: Returning	18,675	19,115	19,426	20,110	20,935	21,618	22,136	22,521	22,808	23,023
Transfer: FCS w/ AA	21,897	22,012	21,636	21,617	21,612	21,475	21,164	20,889	20,640	20,408
Transfer: Other	5,883	6,649	7,417	8,324	7,948	7,655	7,578	7,507	7,437	7,377
Post-Baccalaureates	1,085	1,074	1,066	1,121	1,146	1,150	1,155	1,161	1,167	1,173
Subtotal	54,075	55,253	56,424	58,402	58,962	59,230	59,365	59,410	59,384	59,313
GRADUATE	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Master's	5,663	5,812	6,359	6,668	6,944	7,410	7,776	8,081	8,336	8,552
Research Doctoral	1,724	1,732	1,787	1,897	1,960	2,010	2,060	2,110	2,160	2,210
Professional Doctoral	625	626	694	754	818	837	860	881	897	913
Subtotal	8,012	8,170	8,840	9,319	9,722	10,257	10,696	11,072	11,393	11,675
TOTAL	62,087	63,423	65,264	67,721	68,684	69,487	70,061	70,482	70,777	70,988

Note: This table reports this number of students enrolled by student type categories. These headcounts only include those seeking a degree – unclassified students (eg, dual enrolled) are not included. The student type for undergraduates is based on the 'Type of Student at Most Recent Admission'. The First Time in College (FTIC) student was admitted in the same fall term or in the preceding summer term – this includes those who were re-admitted as FTICs.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



ENROLLMENT PLANNING (cont.)

Percent of Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits [Fall term]

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
ACTUAL	11	11	12	13	12
APPROVED GOALS	14	15	16	17	.	.
PROPOSED GOALS	15	16	17	17	17

Full-Time Equivalent (FTE) Enrollment by Course Level

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
LOWER	16,024	16,797	17,299	17,882	18,737	19,064	19,117	19,177	19,222	19,243
UPPER	29,772	30,483	31,302	32,298	33,685	34,293	34,410	34,462	34,465	34,432
GRAD 1	4,087	4,152	4,285	4,674	4,844	4,976	5,184	5,439	5,627	5,781
GRAD 2	1,431	1,383	1,406	1,480	1,591	1,673	1,698	1,736	1,794	1,851
TOTAL	51,313	52,815	54,292	56,334	58,858	60,006	60,409	60,814	61,108	61,307

Note: Full-time Equivalent (FTE) student is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours for all students during an academic (summer, fall, spring) year. FTE is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for university educational plant surveys.

Percent FTE Enrollment by Method of Instruction

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
UNDERGRADUATE										
All Distance (100%)	.	31	33	32	31	31	31	32	32	33
Primarily Dist. (80-99%)	.	0	0	2	6	8	8	8	8	8
Hybrid (50-79%)	.	9	10	10	11	11	11	12	12	12
Classroom (0-49%)	.	60	58	56	53	50	50	48	48	47
GRADUATE										
All Distance (100%)	.	29	31	36	38	34	35	37	37	38
Primarily Dist. (80-99%)	.	0	0	0	0	4	4	3	3	3
Hybrid (50-79%)	.	12	11	10	10	10	10	10	10	9
Classroom (0-49%)	.	60	58	54	52	52	51	50	50	50

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



ACADEMIC PROGRAM COORDINATION

New Programs for Consideration by Institution in AY 2020-21

The SUS Council of Academic Vice Presidents Academic Program Coordination Work Group will review these programs as part of their on-going coordination efforts. The programs listed below are based on the 2019 Accountability Plan list for programs under consideration for 2020-21.

PROGRAM TITLES	CIP CODE	AREA OF STRATEGIC EMPHASIS	OTHER INST W/ SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT IN 5 TH YEAR	PROPOSED DATE OF SUBMISSION TO UBOT
UNDERGRADUATE						
Neuroscience	26.1501	STEM	-	N	400	Feb-2021
MASTER'S, SPECIALIST AND OTHER ADVANCED MASTER'S PROGRAMS						
Cognitive Sciences	30.2501	STEM	-	N	50	Oct-2020
Cyber Security	11.1003	STEM	FAMU, FIU, FSU, USF, UWF	Y	60	Aug-2020
Event Leadership	52.0907	-	-	Y	60	Aug-2020
Planetary Science and Space Exploration	40.0203	STEM	-	N	40	Apr-2021
Themed Experiences	50.0401	GAP	UF	N	120	Jun-2020
DOCTORAL PROGRAMS						
Biomedical Engineering	14.0501	STEM	FAMU, FIU, FSU, UF, USF	N	15	Dec-2020
Kinesiology	31.0505	STEM,HLTH	FSU, UF	N	24	Jun-2020
Planetary Science and Space Exploration	40.0203	STEM	-	N	40	Apr-2021
Rehabilitation Sciences	51.2314	HLTH	FSU, UF	N	20	Feb-2021
Social Work	51.1503	HLTH	FAU	N	30	Feb-2021

New Programs for Consideration by Institution in AY 2021-22

These programs will be used in the 2021 Accountability Plan list for programs under consideration for 2021-22.

PROGRAM TITLES	CIP CODE	AREA OF STRATEGIC EMPHASIS	OTHER INST W/ SAME PROGRAM	OFFERED VIA DISTANCE LEARNING IN SYSTEM	PROJECTED ENROLLMENT IN 5 TH YEAR	PROPOSED DATE OF SUBMISSION TO UBOT
DOCTORAL PROGRAMS						
Interdisciplinary Studies	30.0000	-	-	Y	12	Jun-2021
Neuroscience	26.1501	STEM	FSU	Y	50	Sep-2021



DEFINITIONS

Performance Based Funding (PBF)

PBF-1. Percent of Bachelor's Graduates Enrolled or Employed (\$25,000+) One Year After Graduation:

This metric is based on the percentage of a graduating class of bachelor's degree recipients who are enrolled or employed (earning at least \$25,000) somewhere in the United States. Students who do not have valid social security numbers and are not found enrolled are excluded. This data now includes: non-Florida data from 44 states and districts, including the District of Columbia and Puerto Rico; and military enlistment as reported by the institutions. Sources: State University Database System (SUDS), Florida Department of Economic Opportunity (DEO) analysis of Wage Record Interchange System (WRIS2), and National Student Clearinghouse (NSC).

PBF-2. Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation

This metric is based on annualized Unemployment Insurance (UI) wage data from the fourth fiscal quarter after graduation for bachelor's recipients. This data does not include individuals who are self-employed, employed by the military, those without a valid social security number, or making less than minimum wage. This data now includes non-Florida data from 44 states and districts, including the District of Columbia and Puerto Rico. State University Database System (SUDS), Florida Department of Economic Opportunity (DEO) analysis of Wage Record Interchange System (WRIS2).

PBF-3. Cost to the Student Net Tuition & Fees for Resident Undergraduates per 120 Credit Hours

This metric compares the average sticker price and the average gift aid amount. The sticker price includes: (1) tuition and fees for resident undergraduates; (2) books and supplies (we use a proxy as calculated by the College Board); and (3) the average number of credit hours attempted by students who were admitted as an FTIC student who graduated with a bachelor's degree from a program that requires only 120 credit hours. The gift aid amount includes: (1) financial aid (grants, scholarships, waivers and third-party payments) provided to resident undergraduate students during the most recent academic year; (2) the total number of credit hours for those resident undergraduates. The average gift aid award per credit hour was multiplied by 120 and compared to the sticker price. Source: State University Database System (SUDS), the Legislature's annual General Appropriations Act, and university required fees.

PBF-4. Four Year FTIC Graduation Rate

This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as a degree-seeking student prior to high school graduation. Students who were enrolled in advanced graduate programs during their 4th year were excluded. Source: State University Database System (SUDS).

PBF-5. Academic Progress Rate [2nd Year Retention with 2.0 GPA or Above]

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

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



DEFINITIONS (cont.)

PBF-6. Bachelor's Degrees within Programs of Strategic Emphasis

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

PBF-7. University Access Rate Percent of Undergraduates with a Pell-grant

This metric is based the number of undergraduates, enrolled during the fall term, who received a Pell-grant during the fall term. Students who were not eligible for Pell-grants (e.g., Unclassified, non-resident aliens, post-baccs) were excluded from the denominator for this metric. Source: State University Database System (SUDS).

PBF-8a. Graduate Degrees within Programs of Strategic Emphasis

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

PBF-8b. Freshmen in Top 10% of High School Class *(Applies only to NCF)*

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

PBF-9. Percent of Bachelor's Degrees Without Excess Hours

This metric is based on the percentage of baccalaureate degrees awarded within 110% of the credit hours required for a degree based on the Board of Governors Academic Program Inventory. This metric excludes the following types of student credits (ie, accelerated mechanisms, remedial coursework, non-native credit hours that are not used toward the degree, non-native credit hours from failed, incomplete, withdrawn, or repeated courses, credit hours from internship programs, credit hours up to 10 foreign language credit hours, and credit hours earned in military science courses that are part of the Reserve Officers' Training Corps (ROTC) program). Starting in 2018-19, the calculation for this metric included a new type of statutory exclusion of up to 12 credit hours for students who graduated in four years or less. Source: State University Database System (SUDS).

Note: This metric does not report the number of students who paid the "Excess Hour Surcharge" (1009.286, FS).

PBF-10.FAMU: Number of Bachelor's Degrees Awarded to Transfers with AA Degrees from FCS: This is a count of first-major baccalaureate degrees awarded to students who entered as FCS AA Transfers. First Majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. A student who earns two baccalaureate degrees under two different degree CIPs is counted twice. Source: State University Database System (SUDS).

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



DEFINITIONS (cont.)

PBF-10.FAU: Total Research Expenditures (\$M): Total expenditures (in millions of dollars) for all research activities (including non-science and engineering activities). Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

PBF-10.FGCU: Number of Bachelor's Degrees Awarded to Hispanic & African-Americans: Race/Ethnicity data is self-reported by students. Non-Hispanic Black and Hispanic do not include students classified as Non-Resident Alien or students with a missing race code. Degree data is based on first-major counts only – second majors are not included.

PBF-10.FIU: Number of Post-Doctoral Appointees: The number of Postdoctoral Appointees awarded annually. This data is based on National Science Foundation/National Institutes of Health Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

PBF-10.FPOLY: Percent of Bachelor's Graduates with 2+ Workforce Experiences: The percentage of Bachelor's recipients who completed at least two workforce experiences. Workforce experiences includes: External Internships, Industry-sponsored Capstone Projects, and Undergraduate Research (students on a funded research grant), and certifications. It is a requirement for all majors to conduct an external internship prior to graduation.

PBF-10.FSU: Percent of Bachelor's Graduates who took an Entrepreneurship Class: The percentage of Bachelor's recipients who enrolled in one or more graded Entrepreneurship courses before graduating.

PBF-10.NCF: Percent of FTIC Graduates Completing 3+ HIP's: The percentage of graduating seniors who started as FTIC students and who completing three or more high-impact practices as defined by the National Survey of Student Engagement (NSSE) and the Association of American Colleges & Universities. High-impact practices include: (1) capstone project or thesis, (2) internships, (3) study abroad, (4) writing-intensive courses, (5) living-learning communities, (6) undergraduate research, (7) first-year experience, (8) learning communities, (9) service learning, (10) collaborative projects. Multiple activities within the same category only count once (e.g., a student completing three internships has completed one high impact practice).

PBF#10.UCF: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students: Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported. Source: State University Database System (SUDS).

PBF-10.UF: 6-Year Graduation Rates (FT only): The First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their sixth academic year. Only full-time students are included in this calculation. FTIC includes 'early admits' students who were admitted as a degree-seeking student prior to high school graduation. Source: State University Database System (SUDS).

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



DEFINITIONS (cont.)

PBF-10.UNF: Percent of Undergraduate FTE in Online Courses: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the US definition, which divides undergraduate credit hours by 30. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Source: State University Database System (SUDS).

PBF-10.USF: 6-Year Graduation Rates (FT/PT): The First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their sixth academic year. Both full-time and part-time students are used in the calculation. FTIC includes 'early admits' students who were admitted as a degree-seeking student prior to high school graduation. Source: State University Database System (SUDS).

PBF-10.UWF: Percent of Baccalaureate Graduates Completing 2+ Types of High-Impact Practices: The percentage of graduating seniors completing two or more high-impact practices as defined by the Association of American Colleges & Universities. High-impact practices include: (1) First Year Seminar & Experiences, (2) Common Intellectual Experience, (3) Writing-Intensive Courses, (4) Collab Assignments & Projects, (5) Diversity/Global Learning, (6) ePortfolios, (7) Service Learning, Community-Based Learning, (8) Internships, (9) Capstone Courses & Projects. Multiple activities within the same category only count once (e.g., a student completing three internships has completed one high impact practice).

Preeminence Research University (PRE)

PRE-A: Average GPA & Average SAT: An average weighted grade point average of 4.0 or higher and an average SAT score of 1200 or higher for fall semester incoming freshmen, as reported annually in the admissions data that universities submit to the Board of Governors. This data includes registered FTIC (student type='B','E') with an admission action of admitted or provisionally admitted ('A','P','X'). Source: State University Database System (SUDS).

PRE-B: National University Rankings: A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.

PRE-C: Freshmen Retention Rate: Freshman Retention Rate (Full-time, FTIC) cohorts are based on first-year undergraduate students who enter the institution in the Fall term (or Summer term and continue into the Fall term). Percent retained is based on those who are enrolled during the second fall term. Source: State University Database System (SUDS) and data submitted by the institutions to Integrated Postsecondary Education Data System (IPEDS).

2020 ACCOUNTABILITY PLAN

University of Central Florida

Draft 4/22/2020



DEFINITIONS (cont.)

PRE-D: 4-year Graduation Rate: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and had graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as a degree-seeking student prior to high school graduation. Students who were enrolled in advanced graduate programs during their 4th year were excluded. Source: State University Database System (SUDS) and data submitted by the institutions to Integrated Postsecondary Education Data System (IPEDS).

PRE-E: National Academy Memberships: National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report or the official membership directories maintained by each national academy.

PRE-F: Total Science & Engineering Research Expenditures: Research Expenditures within Science & Engineering disciplines. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

PRE-G: Science & Engineering Research Expenditures in Non-Health Sciences: Research expenditures within Science & Engineering in non-medical sciences. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

PRE-H: National Ranking in Research Expenditures: The NSF identifies 8 broad disciplines within Science & Engineering (Computer Science, Engineering, Environmental Science, Life Science, Mathematical Sciences, Physical Sciences, Psychology, Social Sciences). The rankings by discipline are determined by BOG staff using the NSF online database.

PRE-I: Patents Awarded: Total utility patents awarded by the United States Patent and Trademark Office (USPTO) for the most recent three calendar year period. Based on legislative staff guidance, Board staff query the USPTO database with a query that only counts utility patents: "(AN/"University Name" AND ISD/yyyymmdd->yyyymmdd AND APT/1)".

PRE-J: Doctoral Degrees Awarded Annually: Includes Doctoral research degrees and professional doctoral degrees awarded in medical and health care disciplines. Source: State University Database System (SUDS).

PRE-K: Number of Post-Doctoral Appointees: The number of Postdoctoral Appointees awarded annually. This data is based on National Science Foundation/National Institutes of Health Survey of Graduate Students and Postdoctorates in Science and Engineering (GSS).

PRE-L: Endowment Size (\$M): This data comes from the National Association of College and University Business Officers (NACUBO) and Commonfund Institute's annual report of Market Value of Endowment Assets.

Key Performance Indicators (KPI)

KPI-1: Public University National Ranking: A top-50 ranking on at least two well-known and highly respected national public university rankings, reflecting national preeminence, using most recent rankings, includes: Princeton Review, Fiske Guide, QS World University Ranking, Times Higher Education World University Ranking, Academic Ranking of World University, US News and World Report National University, US News and World Report National Public University, US News and World Report Liberal Arts Colleges, Forbes, Kiplinger, Washington Monthly Liberal Arts Colleges, Washington Monthly National University, and Center for Measuring University Performance.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



DEFINITIONS (cont.)

KPI-2: Freshmen in Top 10% of High School Class: Percent of all degree-seeking, first-time, first-year (freshman) students who had high school class rank within the top 10% of their graduating high school class. Source: As reported by the university to the Common Data Set.

KPI-3: Time to Degree for FTICs in 120hr programs: This metric is the number of years between the start date (using the student entry date) and the end date (using the last month in the term degree was granted) for a graduating class of first-time, single-major baccalaureates in 120 credit hour programs within a (Summer, Fall, Spring) year. Source: State University Database System (SUDS).

KPI-4: Six-Year FTIC Graduation Rates [full- & part-time students]: The First-time-in-college (FTIC) cohort is defined as undergraduates entering in fall term (or summer continuing to fall) with fewer than 12 hours earned since high school graduation. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their sixth academic year. Both full-time and part-time students are used in the calculation. FTIC includes 'early admits' students who were admitted as a degree-seeking student prior to high school graduation. Source: State University Database System (SUDS).

KPI-5: FCS AA Transfer Three-Year Graduation Rate [full- & part-time students]: This transfer cohort is defined as undergraduates entering in fall term (or summer continuing to fall) from the Florida College System with an Associate in Arts (AA) degree. The rate is the percentage of the initial cohort that has either graduated from the same institution by the summer term of their third academic year. Both full-time and part-time students are used in the calculation. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree were not excluded. Source: State University Database System (SUDS).

KPI-6: Pell Recipient Four-Year Graduation Rate [for Full-Time FTIC]: This metric is based on the percentage of first-time-in-college (FTIC) students who started in the Fall (or summer continuing to Fall) term and were enrolled full-time in their first semester and who received a Pell grant during their first year and who graduated from the same institution by the summer term of their fourth year. FTIC includes 'early admit' students who were admitted as a degree-seeking student prior to high school graduation. Students who were flagged as enrolled in advanced graduate programs that would not earn a bachelor's degree were excluded. Source: State University Database System (SUDS).

KPI-7: Bachelor's Degrees Awarded & KPI-8: Graduate Degrees Awarded: This is a count of first-major baccalaureate and graduate degrees awarded. First Majors include the most common scenario of one student earning one degree in one Classification of Instructional Programs (CIP) code. In cases where a student earns a baccalaureate degree under two different degree CIPs, a distinction is made between "dual degrees" and "dual majors." Also included in first majors are "dual degrees" which are counted as separate degrees (e.g., counted twice). In these cases, both degree CIPs receive a "degree fraction" of 1.0. The calculation of degree fractions is made according to each institution's criteria. Source: State University Database System (SUDS).

KPI-9: Bachelor's Degrees Awarded to African-American & Hispanic Students: Race/Ethnicity data is self-reported by students. Non-Hispanic Black and Hispanic do not include students classified as Non-Resident Alien or students with a missing race code. Degree data is based on first-major counts only – second majors are not included. Percentage of Degrees is based on the number of baccalaureate degrees awarded to non-Hispanic Black and Hispanic students divided by the total degrees awarded - excluding those awarded to non-resident aliens and unreported. Source: State University Database System (SUDS).

2020 ACCOUNTABILITY PLAN
 University of Central Florida
 Draft 4/22/2020



DEFINITIONS (cont.)

KPI-10: Percentage of Adult (Aged 25+) Undergraduates Enrolled: This metric is based on the age of the student at the time of their Fall term enrollment - not their age upon entry. As a proxy, age is based on birth year not birth date. Note: Unclassified students with a HS diploma (or GED) and above are included in this calculation. Source: State University Database System (SUDS).

KPI-11: Percent of Undergraduate FTE in Online Courses: Full-time Equivalent (FTE) student is a measure of instructional activity that is based on the number of credit hours that students enroll. FTE is based on the US definition, which divides undergraduate credit hours by 30. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.). Source: State University Database System (SUDS).

KPI-12: Percent of Bachelor's Degrees in STEM & Health & KPI-13: Percent of Graduate Degrees in STEM & Health: The percentage of baccalaureate degrees that are classified as STEM or Health disciplines by the Board of Governors in the Academic Program Inventory. These counts include second majors. Second Majors include all dual/second majors (e.g., degree CIP receive a degree fraction that is less than 1). The calculation of degree fractions is made according to each institution's criteria. The calculation for the number of second majors rounds each degree CIP's fraction of a degree up to 1 and then sums the total. Second Majors are typically used when providing degree information by discipline/CIP, to better convey the number of graduates who have specific skill sets associated with each discipline. Source: State University Database System (SUDS).

KPI-14: Licensure & Certification Exam Pass Rates: The average pass rates as a percentage of all first-time examinees for Nursing, Law, Medicine (3 subtests), Veterinary, Pharmacy, Dental (2 subtests), Physical Therapy, and Occupational Therapy, when applicable. The average pass rate for the nation or state is also provided as a contextual benchmark. The Board's 2025 System Strategic Plan calls for all institutions to be above or tied the exam's respective benchmark. The State benchmark for the Florida Bar Exam excludes non-Florida institutions. The national benchmark for the USMLE exams are based on rates for MD degrees from US institutions.

KPI-15: National Academy Memberships: National Academy Memberships held by faculty as reported by the Center for Measuring University Performance in the Top American Research Universities (TARU) annual report or the official membership directories maintained by each national academy.

KPI-16: Faculty Awards: Awards include: American Council of Learned Societies (ACLS) Fellows, Beckman Young Investigators, Burroughs Wellcome Fund Career Awards, Cottrell Scholars, Fulbright American Scholars, Getty Scholars in Residence, Guggenheim Fellows, Howard Hughes Medical Institute Investigators, Lasker Medical Research Awards, MacArthur Foundation Fellows, Andrew W. Mellon Foundation Distinguished Achievement Awards, National Endowment for the Humanities (NEH) Fellows, National Humanities Center Fellows, National Institutes of Health (NIH) MERIT, National Medal of Science and National Medal of Technology, NSF CAREER awards (excluding those who are also PECASE winners), Newberry Library Long-term Fellows, Pew Scholars in Biomedicine, Presidential Early Career Awards for Scientists and Engineers (PECASE), Robert Wood Johnson Policy Fellows, Searle Scholars, Sloan Research Fellows, Woodrow Wilson Fellows.

2020 ACCOUNTABILITY PLAN
University of Central Florida
Draft 4/22/2020



DEFINITIONS (cont.)

KPI-17: Total Research Expenditures: Total expenditures (in millions of dollars) for all research activities (including non-science and engineering activities). Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

KPI-18: Research Expenditures Funded from External Sources: This metric reports the amount of research expenditures that was funded from federal, private industry and other (non-state and non-institutional) sources. Source: As reported by each institution to the National Science Foundation annual survey of Higher Education Research and Development (HERD) based on the NSF rules and definitions.

KPI-19: Utility Patents Awarded [from the USPTO]: The number of utility patents awarded by the United States Patent and Trademark Office (USPTO) by Calendar year – does not include design, plant or other types.

KPI-20: Number of Licenses/Options Executed Annually: Licenses/options executed in the fiscal year for all technologies – as reported by universities on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey.

KPI-21: Number of Start-up Companies Created: The number of start-up companies that were dependent upon the licensing of University technology for initiation – as reported by universities on the Association of University Technology Managers Annual (AUTM) annual Licensing Survey.

Enrollment Planning (ENRL)

ENRL-1: Fall Headcount Enrollment by Student Level and Student Type: This table reports the number of students enrolled by student type categories. These headcounts only include those students who were seeking a degree – unclassified students (e.g., dual enrolled) are not included. The student type for undergraduates is based on the ‘Type of Student at Most Recent Admission’. The First Time in College (FTIC) student was admitted in the same fall term or in the preceding summer term – this includes those who were re-admitted as FTICs.

ENRL-2: Percent of Resident Baccalaureate-Seeking Resident Undergraduates Earning 15+ Credits: This table reports the percent of baccalaureate-seeking resident undergraduates who *earned* fifteen or more credit hours during the fall term as reported on the Term Credit Hours Earned element (#01089). This includes the pass/fail courses in which the student earned a passing grade and excludes audited courses.

ENRL-3 Full-Time Equivalent Enrollment by Course Level: This table reports Full-time Equivalent (FTE) enrollment which is a measure of all instructional activity (regardless of fundability) that is based on the number of credit hours that students enroll. This FTE calculation is based on the standard national definition, which divides undergraduate credit hours by 30 and graduate credit hours by 24. Pursuant to section 1013.31, Florida Statutes, Board facilities staff use this data as a key factor in the calculation of facility space needs for institution educational plant surveys.

ENRL-4: Percent FTE Enrollment by Method of Instruction: This table reports the percentages of FTE enrollment that is classified as Distance Learning for all students at all campuses regardless of funding source. Distance Learning is a course in which at least 80 percent of the direct instruction of the course is delivered using some form of technology when the student and instructor are separated by time or space, or both (per 1009.24(17), F.S.).



STATE UNIVERSITY SYSTEM OF FLORIDA



Attachment B

2020 Accountability Plan Executive Summary

April 2020





Annual Request from Board of Governors

Sections

- Strategy
- Performance-based Funding Metrics
- Preeminent Metrics
- Key Performance Metrics
- Enrollment Planning
- Academic Program Coordination

Disclaimer for 2020: Plan was created before COVID-19 developments and their impacts on UCF.



	Performance-Based Funding Metrics	10-Point Excellence	2020 Preliminary	Trend	SUS 2019 Comparison
1	Percent of Bachelor's Graduates Employed Full-time or Continuing their Education in the U.S. One Year After Graduation (Employed at \$25,000+).	72.8%	69.1% (8 points, +1)		6th
2	Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$40,700	\$40,000 (9 points)		2nd (1 pt from max)
3	Net Tuition and Fees per 120 Credit Hours	\$9,000	\$7,580 (10 points)		4th^ (max)
4	FTIC 4-year Graduation Rate (Full-time students)	50.0%	46.3% (7 points, +1)		5th
5	Academic Progress Rate (FTIC 2-year Retention Rate with GPA > 2.0)	90.0%	90.1% (10 points, +2)		3rd (max)
6	Bachelor's Degrees Awarded Within Programs of Strategic Emphasis	50.0%	51.2% (10 points)		6th (max)
7	University Access Rate (Percent of Fall Undergraduates with a Pell grant)	42.0%	39.2% (9 points)		6th (1 pt from max)
8	Graduate Degrees Awarded Within Programs of Strategic Emphasis	60.0%	61.2% (10 points)		5th (max)
9	Percent of Bachelor's Degrees Without Excess Hours	80.0%	79.0% (9 points)		7th (1 pt from max)
10	NEW: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students	40.0%	37.9% (7 points, -3)		n/a*
			89 points		

^: Rapidly reducing metric - expect other SUS schools to have a similar improvement.

*: New BOT Choice metric designed to have a max of 7 points. Replaced total degrees awarded metric.



	Preeminent University Metrics	Benchmark	UCF 2020	Trend	SUS* 2019 Comparison
A	Average GPA and SAT Score (for incoming freshman in Fall semester)	4.0 GPA/1200 SAT	4.2		T-2nd
		1200 SAT	1332		2nd
B	Public University Ranking (in more than one national ranking)	Top 50 in 2 or more publications	2		4th
C	Freshman Retention Rate (Summer-Fall Full-time FTIC)	90%	91.5%		T-3rd
D	4-year Graduation Rate (Summer-Fall Full-time FTIC)	60%	46.3%		4th
E	National Academy Memberships	>= 6	7		4th
F	Total Annual Research Expenditures (Science & Engineering only)	>= \$200M	\$186		4th
G	Total Annual Research Expenditures in Non-Medical Sciences (S&E only)	\$150M	\$169		4th
H	National Ranking in Research Expenditures	5 in Top 100	6		4th
I	Patents Awarded (over 3-year period)	100	138		3rd
J	Doctoral Degrees Awarded Annually	400	415		4th
K	Number of Post-Doctoral Appointees	200	146		5th
L	Endowment Size	\$500M	\$165		5th
Metrics Met:			8		

*: Only ranked among UF, FSU, USF, UCF, and FIU



Approval Caveats

- Today's approval is for the plan only.
- Items that require specific approval will still come to the committee and the full Board for decisions at the appropriate time.
- Minor edits to the plan may still be needed through April 23rd prior to full Board consideration.

Disclaimer for 2020: Plan was created before COVID-19 developments and their impacts on UCF.





Preliminary Analysis of Accountability Plan Metric Impacts

Attachment C

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
PBF	1	Percent of Bachelor's Graduates Employed Full-time or Continuing their Education in the U.S. One Year After Graduation (Employed at \$25,000+).	69.1% 2017-18	2018-19	No impact until 2022 Cycle. Potentially severe impact for 2022 when data includes Fall 2020 employment.	Yes
PBF	2	Median Wages of Bachelor's Graduates Employed Full-time One Year After Graduation	\$40,000 2017-18	2018-19	No impact until 2022 Cycle. Potentially severe impact for 2022 when data includes Fall 2020 employment.	Yes
PBF	3	Net Tuition and Fees per 120 Credit Hours	\$7,580 2018-19	2019-20	In 2020, CARES funding may positively impact this metric as additional student aid is provided.	
PBF	4	FTIC 4-year Graduation Rate (Full-time students)	46.3% 2015-19	2016-20	Spring 2020 and Summer 2020 graduations will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year in volume. Future declines may occur if students shift towards part time enrollment this summer or fall.	
PBF	5	Academic Progress Rate (FTIC 2-year Retention Rate with GPA > 2.0)	90.1% 2018-19	2019-20	Fewer students may re-enroll in Fall 2020. This may be particularly significant for non-local students (65% of the cohort).	Yes
PBF	6	Bachelor's Degrees Awarded Within Programs of Strategic Emphasis	51.2% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Other potential impacts include student shifts toward online majors or fields with ostensibly safer job prospects.	
PBF	7	University Access Rate (Percent of Fall Undergraduates with a Pell grant)	39.2% Fall 2018	Fall 2019	No impact until 2022 Cycle. Pell-eligible students may have been more impacted by the downturn than other students.	

Preliminary Analysis of Accountability Plan Metric Impacts

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
PBF	8	Graduate Degrees Awarded Within Programs of Strategic Emphasis	61.2% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Other potential impacts include the decreasing number of international students and student shifts toward online majors or fields with ostensibly safer job prospects.	
PBF	9	Percent of Bachelor's Degrees Without Excess Hours	79.0% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. No obvious pandemic effect.	
PBF	10	NEW: Percent of Bachelor's Degrees Awarded to African American and Hispanic Students	37.9% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Potential impacts that may vary by demographic groups are unclear.	
Preeminence	A	Average GPA and SAT Score (for incoming freshman in Fall semester)	4.2/1332 Fall 2019	Fall 2020	Original expectations were trending very similar to Fall 2019 achievements. Currently, admissions deposits are up, but greater melt over the summer is expected. Additional Fall 2020 are possible if UCF allows Summer B admits to delay their start and being in the fall semester instead.	
Preeminence	B	Public University Ranking (in more than one national ranking)	2 2020	2021	UCF's relative position should not be negatively impacted since all of higher education is impacted. In the long run, UCF's relative ability to recover will have a strong effect.	
Preeminence	C	Freshman Retention Rate (Summer-Fall Full-time FTIC)	91% 2018-19	2019-20	Fewer students may re-enroll in Fall 2020. This may be particularly significant for non-local students (65% of the cohort).	Yes

Preliminary Analysis of Accountability Plan Metric Impacts

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
Preeminence	D	4-year Graduation Rate (Summer-Fall Full-time FTIC)	46.3% 2015-19	2016-20	Spring 2020 and Summer 2020 graduations will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year in volume. Future declines may occur if students shift towards part time enrollment this summer or fall.	
Preeminence	E	National Academy Memberships	7 2020	2021	Hiring freeze would impact normal recruitment efforts.	
Preeminence	F	Total Annual Research Expenditures (Science & Engineering only)	\$186 2018-19	2019-20	Research expenditures from mid-March through June 30 will be impacted due to campus and research space closures. Downturn in economy is expected to negatively impact future funding availability.	Yes
Preeminence	G	Total Annual Research Expenditures in Non-Medical Sciences (S&E only)	\$169 2018-19	2019-20	Research expenditures from mid-March through June 30 will be impacted due to campus and research space closures. Downturn in economy is expected to negatively impact future funding availability.	Yes
Preeminence	H	National Ranking in Research Expenditures	6 2017-18	2018-19	No impact until 2022 cycle. UCF's relative position may not be negatively impacted since closure impacts have occurred across all of higher education.	
Preeminence	I	Patents Awarded (over 3-year period)	138 2017-19	2018-20	For the 2021 cycle, 2.7 of 3 years were already completed. Application timing and review timelines may negatively impact.	

Preliminary Analysis of Accountability Plan Metric Impacts

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
Preeminence	J	Doctoral Degrees Awarded Annually	415 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Spring students have been successfully defending dissertations via web meetings. Future numbers will also be impacted by a decrease in international students and decline in research funding.	Yes
Preeminence	K	Number of Post-Doctoral Appointees	146 Fall 2018	Fall 2019	No impact until 2022 cycle. Heavily dependent upon research and internal funding.	Yes
Preeminence	L	Endowment Size	165 2018-19	2019-20	Declines in market valuation and gifts began in March 2020. Efforts have transitioned from new solicitations to stewardship of prior pledges.	Yes
KPI	1	Public University Ranking	2 2020	2021	UCF's relative position should not be negatively impacted since all of higher education is impacted. In the long run, UCF's relative ability to recover will have a strong effect.	
KPI	2	Freshmen in Top 10% of High School Class	36% Fall 2019	Fall 2020	Original expectations were trending very similar to Fall 2019 achievements. Currently, admissions deposits are up, but greater melt over the summer is expected.	
KPI	3	Time to Degree for FTICs in 120hr programs	4.3 2018-19	2019-20	Spring 2020 and Summer 2020 graduations will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year in volume. In the future, negative impacts may occur if students shift toward part-time enrollment beginning this summer or fall.	
KPI	4	Six-Year FTIC Graduate Rates (Full- and Part-time students)	72% 2013-19	2014-20	Spring 2020 and Summer 2020 graduations will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year in volume.	

Preliminary Analysis of Accountability Plan Metric Impacts

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
KPI	5	FCS AA Transfer Three-Year Graduation Rate (Full- and Part-time students)	53% 2016-19	2017-20	Spring 2020 and Summer 2020 graduations will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year in volume. In the future, negative impacts may occur if students shift toward part-time enrollment beginning this summer or fall.	Yes
KPI	6	Pell Recipient Four-Year Graduation Rate (for Full-time FTIC)	43% 2015-19	2016-20	Pell-eligible students may have been more impacted by the downturn than other students. Spring 2020 and Summer 2020 graduations will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year in volume. In the future, negative impacts may occur if students shift toward part-time enrollment beginning this summer or fall.	
KPI	7	Bachelor's Degrees Awarded	13,959 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Spring intents are slightly ahead of prior year.	
KPI	8	Graduate Degrees Awarded	2,884 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Another impact is related to the decreasing number of international students.	
KPI	9	Percentage of Bachelor's Degrees Awarded to African-American and Hispanic Students	38% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Potential impacts that may vary by demographic groups are unclear.	

Preliminary Analysis of Accountability Plan Metric Impacts

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
KPI	10	Percentage of Adult (25+) Undergraduates Enrolled	18% Fall 2019	Fall 2020	Historically, recessions mean greater enrollments of students trying to increase credentials or qualifications. The 25+ population would normally increase.	
KPI	11	Percent of Undergraduate FTE in Online Courses	37% 2018-19	2019-20	Mostly completed for 2021 cycle. Spring 2020 classes that transitioned to Remote Instruction do not count as Online Courses by BOG definition. This may increase in the future.	
KPI	12	Percent of Bachelor's Degrees in STEM & Health	35% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Other potential impacts include student shifts toward online majors or fields with ostensibly safer job prospects.	
KPI	13	Percent of Graduate Degrees in STEM & Health	46% 2018-19	2019-20	Any alteration by anticipated Spring 2020 graduates will impact this metric during the 2021 cycle. Overall Spring intents are slightly ahead of prior year. Other potential impacts include the decreasing number of international students and student shifts toward online majors or fields with ostensibly safer job prospects.	
KPI	14	Professional Licensure & Certification Exam First Time Pass Rates	5 of 5 various (2017-2019)	various (2018-2020)	Impacts will depend greatly on when and how many testing dates were suspended. Additionally, clinical placement accommodations varied by program, causing a potential decline in eligibility or experience prior to testing.	
KPI	15	National Academy Memberships	7 2020	2021	Hiring freeze would impact normal recruitment efforts.	
KPI	16	Faculty Awards	7 Fall 2017	Fall 2018	No impact until 2023 cycle. Faculty award numbers are already higher through Fall 2019.	

Preliminary Analysis of Accountability Plan Metric Impacts

Metric Group	Metric Count	Metric	2020 Cycle Data Year	2021 Cycle Data Year	COVID-19 Impact	Severe Potential
KPI	17	Total Research Expenditures (\$M)	\$225 2018-19	2019-20	Research expenditures from mid-March through June 30 will be impacted due to campus and research space closures. Downturn in economy is expected to negatively impact future funding availability.	Yes
KPI	18	Research Expenditures from External Sources (\$M)	\$127 2018-19	2019-20	Research expenditures from mid-March through June 30 will be impacted due to campus and research space closures. Downturn in economy is expected to negatively impact future funding availability.	Yes
KPI	19	Utility Patents Awarded	50 2019	2020	For the 2021 cycle, more than half of the year was already in the books. Application timing and review timelines may negatively impact.	
KPI	20	Number of Licenses/Options Executed Annually	28 2017-18	2018-19	No impact until 2022 cycle. Unknown impact in light of economic tumdown.	
KPI	21	Number of Start-up Companies Created	0 2017-18	2018-19	No impact until 2022 cycle. Unknown impact in light of economic tumdown.	
Institution		UCF Lake Nona Medical Center	Construction Continues 2020	2021	The known three month construction extension may push the project to first quarter of fiscal year 2022.	

ITEM: ADV-1

**UCF BOARD OF TRUSTEES
April 23, 2020**

Title: Third Amended and Restated Advancement Committee Charter

Background:

The Advancement Committee Charter was last approved by the Board of Trustees on November 17, 2016. After the Advancement Committee's February 19, 2020, meeting, Committee Chair, Danny Gaekwad, requested that staff take a deeper look at the charter and identify any needed revisions. The attached (Attachment A) redline of the Advancement Committee Charter reflects edits as proposed by staff from the areas of Government & Community Relations, Constituent Engagement and Development and Communications and Marketing. This item appeared before the Advancement Committee on April 22, 2020, for consideration.

Issues to be Considered:

Do the proposed amendments to the Advancement Committee Charter enable the committee to carry out its purpose and objectives? Do these proposed amendments better align the charter with the current structure and activities of the areas for which the Advancement Committee provides strategic oversight?

Alternatives to Decision:

Decline all or a portion of the proposed amendments of the Advancement Committee Charter.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approval of the proposed amendments of the Advancement Committee Charter.

Authority for Board of Trustees Action:

University of Central Florida Board of Trustees, Eighth Amended and Restated Bylaws – Article VI

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Seay approved adding this item to the agenda.

Submitted by:

Janet Owen, Vice President for Government Relations and Associate General Counsel

Supporting Documentation:

Attachment A: Redline – Third Amended and Restated Advancement Committee Charter
Attachment B: Clean Copy – Third Amended and Restated Advancement Committee Charter

Facilitators/Presenters:

Danny Gaekwad, Chair, Advancement Committee

~~Second-Third~~ Amended and Restated Advancement Committee Charter

1. Overall Purpose and Objectives

The Advancement Committee is appointed by the University of Central Florida Board of Trustees to provide strategic input and oversight to the areas of ~~university-~~
~~relations~~Government & Community Relations, Constituent alumni ~~E~~engagement and ~~D~~development, and Communications and Marketing.

2. Authority

The Board authorizes the committee to:

- 2.1 perform activities within the scope of its charter;
- 2.2 engage advisers as it deems necessary to carry out its duties;
- 2.3 have unrestricted access to management, faculty, and employees ~~of the~~ of the University of Central Florida and its direct support organizations and affiliates, as well as to all books, records, and facilities of each;
- 2.4 review strategic initiatives and policies for the divisions performing the university's Advancement role.

3. Organization

Membership

- 3.1 The chair of the Board will appoint the chair and members of the committee.
- 3.2 The committee will consist of at least five members, including chair of the committee. The chair of the Board of Trustees will serve as an ex-officio member of the committee in addition to the five members.
- 3.3 Members will serve on the committee until their resignation or replacement by the chair of the Board.

Meetings

- 3.4 A majority of the members of the committee will constitute a quorum for the transaction of business.

- 3.5 Meetings will be held not less than four times per year.
- 3.6 The committee will maintain written minutes of its meetings.
- 3.7 The committee may request special reports from university or DSO management on topics that may enhance its understanding of their activities and operations as it relates to the Advancement mission.

4. Roles and responsibilities

With regard to each topic listed below, the committee will:

University Government & Community Relations

Policy Review and Input

- 4.1 review and ensure that a written policy exists for guidance on general political involvement of individuals affiliated with the university;_i
- 4.2 review and ensure that a written policy exists for guidance on involvement in political process related to use of campus facilities and other assets;_i
- 4.3 review and ensure that a written policy exists for ethical guidelines related to the lobbying process;_i
- 4.4 review the mission of the division;_i

Action (information and counsel as appropriate by BOT):

~~4.5—periodically receive information on staffing and operational environment and provide appropriate counsel~~

~~4.6—provide appropriate counsel on communication techniques~~

~~4.7—actively participate in building relationships with relevant government officials and other appropriate publics, with the intent to advocate the university's goals~~

~~4.8—provide counsel on legislative session strategy, priorities and practices~~

4.5 receive and review information about the status of appropriations, education policy, and other relevant bills in the State Legislature and Congress and the impact on the University;

- 4.6 develop and effectuate opportunities for the University to have meaningful and relevant involvement in Congressional, legislative and other public advocacy;
- 4.7 build positive relationships and maintain open channels of communication between the University and the Board of Governors, the Governor, the Legislature, and other public officials and leaders at the local, state and federal levels;
- 4.8 facilitate networking and collective action on issues of shared interest among community, business and industry leaders, and among the other state universities and colleges.

Communications and Marketing

- 4.9 support recruitment;z
- 4.10 communicate with marketing, [newscommunications](#), radio, and TV units on noteworthy people and programs;z
- 4.11 support fundraising efforts;z
- 4.12 enhance UCF's visibility, [reputation](#) and prestige among target audiences locally, statewide and nationally;z
- 4.13 participate in media interviews and UCF television programs;z
- 4.14 assist Communications and Marketing in accomplishing UCF initiatives.z

Alumni-~~Constituent~~ Engagement and Development

- 4.15 make a gift at the minimum level determined by the Board. This requirement excludes ex-officio members;z
- 4.16 in consultation with the Vice President for Advancement, help to identify new donor prospects and be aware of opportunities for transformational gifts to UCF;z
- 4.17 support the university's strategic plan goals related to Alumni Engagement and Annual Giving;z
- 4.18 in coordination with the Vice President for Advancement, host alumni,

cultivation, and stewardship events to promote a culture of service and philanthropy at UCF.

- 4.19 be advocates, advisors, and ambassadors for UCF throughout the region and around the nation.

5. Governance

- 5.1 evaluate the committee's own performance, both of individual members and collectively, on a regular basis.
- 5.2 evaluate the achievement of the committee's duties specified in the charter and provide an accountability summary to the Board.
- ~~5.3 provide a summary on the Board's Attendance and Participation Dashboard and Trustee Self Assessment forms~~
~~Trustee Self Assessment forms~~
- 5.45.3 review the committee charter annually and discuss any required changes with the Board.
- 5.55.4 ensure that the charter is approved or reapproved by the Board annually.

Adoption of Charter

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this Second Amended and Restated charter at its regularly scheduled meeting on November 17, 2016 ~~.(DATE).~~

Secretary
University of Central Florida Board of Trustees

Third Amended and Restated Advancement Committee Charter

1. Overall Purpose and Objectives

The Advancement Committee is appointed by the University of Central Florida Board of Trustees to provide strategic input and oversight to the areas of Government & Community Relations, Constituent Engagement and Development, and Communications and Marketing.

2. Authority

The Board authorizes the committee to:

- 2.1 perform activities within the scope of its charter;
- 2.2 engage advisers as it deems necessary to carry out its duties;
- 2.3 have unrestricted access to management, faculty, and employees of the University of Central Florida and its direct support organizations and affiliates, as well as to all books, records, and facilities of each;
- 2.4 review strategic initiatives and policies for the divisions performing the university's Advancement role.

3. Organization

Membership

- 3.1 The chair of the Board will appoint the chair and members of the committee.
- 3.2 The committee will consist of at least five members, including chair of the committee. The chair of the Board of Trustees will serve as an ex-officio member of the committee in addition to the five members.
- 3.3 Members will serve on the committee until their resignation or replacement by the chair of the Board.

Meetings

- 3.4 A majority of the members of the committee will constitute a quorum for the transaction of business.

- 3.5 Meetings will be held not less than four times per year.
- 3.6 The committee will maintain written minutes of its meetings.
- 3.7 The committee may request special reports from university or DSO management on topics that may enhance its understanding of their activities and operations as it relates to the Advancement mission.

4. Roles and responsibilities

With regard to each topic listed below, the committee will:

Government & Community Relations

Policy Review and Input

- 4.1 review and ensure that a written policy exists for guidance on general political involvement of individuals affiliated with the university;
- 4.2 review and ensure that a written policy exists for guidance on involvement in political process related to use of campus facilities and other assets;
- 4.3 review and ensure that a written policy exists for ethical guidelines related to the lobbying process;
- 4.4 review the mission of the division;

Action (information and counsel as appropriate by BOT):

- 4.5 receive and review information about the status of appropriations, education policy, and other relevant bills in the State Legislature and Congress and the impact on the University;
- 4.6 develop and effectuate opportunities for the University to have meaningful and relevant involvement in Congressional, legislative and other public advocacy;
- 4.7 build positive relationships and maintain open channels of communication between the University and the Board of Governors, the Governor, the Legislature, and other public officials and leaders at the local, state and federal levels;
- 4.8 facilitate networking and collective action on issues of shared interest among community, business and industry leaders, and among the other state universities and colleges.

Communications and Marketing

- 4.9 support recruitment;
- 4.10 communicate with marketing, communications, radio, and TV units on noteworthy people and programs;
- 4.11 support fundraising efforts;
- 4.12 enhance UCF's visibility, reputation and prestige among target audiences locally, statewide and nationally;
- 4.13 participate in media interviews and UCF television programs;
- 4.14 assist Communications and Marketing in accomplishing UCF initiatives.

Constituent Engagement and Development

- 4.15 make a gift at the minimum level determined by the Board. This requirement excludes ex-officio members;
- 4.16 in consultation with the Vice President for Advancement, help to identify new donor prospects and be aware of opportunities for transformational gifts to UCF;
- 4.17 support the university's strategic plan goals related to Alumni Engagement and Annual Giving;
- 4.18 in coordination with the Vice President for Advancement, host alumni, cultivation, and stewardship events to promote a culture of service and philanthropy at UCF;
- 4.19 be advocates, advisors, and ambassadors for UCF throughout the region and around the nation.

5. Governance

- 5.1 evaluate the committee's own performance, both of individual members and collectively, on a regular basis;
- 5.2 evaluate the achievement of the committee's duties specified in the charter and provide an accountability summary to the Board;
- 5.3 review the committee charter annually and discuss any required changes with the Board;
- 5.4 ensure that the charter is approved or reapproved by the Board annually.

Adoption of Charter

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this Second Amended and Restated charter at its regularly scheduled meeting on (DATE).

Secretary

University of Central Florida Board of Trustees

ITEM: CL-1

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Article 3: UFF Privileges, Article 17: Leaves, Article 18: Inventions and Works, and Article 23: Salaries of the Collective Bargaining Agreement with the United Faculty of Florida

Background:

The anticipated ratification of Agreement by the UCF Chapter of United Faculty of Florida (UFF) was on 4/20/20 and Article 3: UFF Privileges, Article 17: Leaves, Article 18: Inventions and Works, and Article 23: Salaries were discussed. The parties now desire that the Board of Trustees ratify the Agreement.

Issues to be Considered:

Whether to ratify Article 3: UFF Privileges, Article 17: Leaves, Article 18: Inventions and Works, and Article 23: Salaries of the Collective Bargaining Agreement between the University of Central Florida Board of Trustees and the UCF Chapter of the United Faculty of Florida.

Alternatives to Decision:

Refuse to ratify the amended articles of the Collective Bargaining Agreement between University of Central Florida Board of Trustees and the UCF Chapter of the United Faculty of Florida.

Fiscal Impact and Source of Funding:

No additional fiscal impact. The one-time payments from Article 23.3(b) were previously approved and paid.

Recommended Action:

The Collective Bargaining Committee appointed to represent the University of Central Florida Board of Trustees recommends approval of Articles 3, 17, 18, and 23 of the Collective Bargaining Agreement between the UCF Board of Trustees and the UCF Chapter of UFF.

Authority for Board of Trustees Action:

BOG Regulation 1.001(5)(a),(b)

Contract Reviewed/Approved by General Counsel:

NA

Committee Chair or Chair of the Board approval:

Committee Chair John Sprouls has approved adding this item to the agenda.

Submitted by:

Michael Johnson, Vice President of Academic Affairs and Interim Provost

Supporting Documentation:

Attachment A: Articles 3, 17, 18, and 23 of the UFF CBA

Facilitators/Presenters:

Sherry Andrews, Associate General Counsel and Associate Provost

Attachment A

ARTICLE 3

UFF PRIVILEGES (changes proposed for TA on March 19, 2020, with an expected ratification date: April 23, 2020)

3.1 Use of Facilities and Services. Subject to the rules and policies of the University, the UFF shall have the right to use University facilities for meetings and to use all other services of the University on the same basis as they are generally available to University-related groups and organizations.

3.2 Communications.

(a) The UFF may post bulletins and notices relevant to its position as the collective bargaining agent on at least one bulletin board per building where employees have offices. Specific locations within a building shall be mutually selected by the University and the local UFF Chapter. All materials placed on the designated bulletin boards shall bear the date of posting and may be removed by the University after having been posted for sixty days. In addition, such bulletin boards may not be used for election campaigns for public office.

(b) The University shall place a link to the local UFF Chapter website at www.collectivebargaining.ucf.edu.

3.3 Leave of Absence -- Union Activity.

(a) At the written request of the UFF, provided no later than May 1 of the preceding academic year when such leave is to become effective, a full-time or part-time unpaid leave of absence for the academic year shall be granted to up to two employees designated by the UFF for the purpose of carrying out UFF's obligations in representing employees and administering this Agreement, including lobbying and other political representation. Such leave may also be granted to one employee for the entire summer term, upon written request by the UFF provided no later than March 15 of the preceding academic year. Upon the failure of the UFF to provide the University with a list of designees by the specified deadlines, the University may refuse to honor any late requests.

(b) No more than two employees from any college/unit, nor more than one employee per fifteen employees per department/unit, shall be granted such leave at any one time.

(c) The UFF shall reimburse the University for the employee's fringe benefits.

(d) Employees on leave under this paragraph shall be eligible to receive salary increases in accordance with the provisions of the Leaves Article 17.

(e) An employee who has been granted leave under this Article for four consecutive academic years shall not again be eligible for such leave until one academic year has elapsed following the end of the leave. One employee, designated by the UFF, shall be exempt from the provisions of this subsection. Other exceptions may be granted at the discretion of the University upon prior written request by the UFF.

(f) The University shall not be liable for the acts or omissions of said employees during the leave and the UFF shall hold the University harmless for any such acts or omissions, including the cost of defending against such claims.

(g) An employee on such leave shall not be evaluated for this activity nor shall such activity be considered by the University in making personnel decisions.

3.4 Released Time.

(a) The University agrees to provide released time each calendar year to full-time employees designated by the UFF for the purpose of carrying out the UFF's obligations in collective bargaining negotiations, contract enforcement and grievance representation. The Parties shall

Attachment A

take coordinated action to facilitate an adequate and mutually convenient bargaining schedule. A maximum of five units of released time shall be granted during each spring and fall semester and four units in each summer session.

~~For the 2019 summer session, four units of released time shall be granted. For the 2019-2020 fall and spring semester, six units of released time shall be granted.~~ The UFF may designate employees to receive released time during the year subject to the following conditions:

(1) A maximum of three released time units per semester shall be granted to employees in any one college. No more than one employee per department shall receive course releases.

(2) The UFF shall provide the University with a list of designees for the academic year no later than May 1 of the preceding academic year. Substitutions for the spring semester shall be made upon written notification submitted by the UFF to the University no later than November 1. A list of designees for the summer shall be submitted no later than April 15 preceding that summer.

(3) Notwithstanding the provisions of section 3.4(a)(1) above, for the 2020 summer C term, four units of released time shall be offered to employees in one college. This alteration in the number of released time units allowable in a single college is for the 2020 summer session only and shall not constitute a precedent for any purpose hereafter.

(b) Each "unit" of released time shall consist of a reduction in teaching load of one course per fall or spring semester for instructional employees or, for non-teaching employees, a reduction in workload of ten hours per week, which shall include a 25% reduction in assigned duties. One unit of released time may be used during the summer term at a rate of 12.5% of the employee's nine-month salary and shall be considered the equivalent of one summer term course's FTE for instructional employees. For non-instructional twelve-month employees, one unit of summer released time shall include a reduction in workload of ten hours per week, which shall include a 25% reduction in assigned duties.

(c) Released time shall be used only by members of UFF's designated collective bargaining team and by the UFF's designated grievance representatives, at the University or state level, and shall not be used for lobbying or other political representation.

(d) Employees who are on leave of any kind shall not be eligible to receive released time.

(e) Upon the failure of the UFF to provide a list of designees by the specified deadlines, the University may refuse to honor any released time requests that were submitted late. Substitutions submitted after the November 1 deadline shall be allowed at the discretion of the University.

(f) An employee who has been granted released time for either or both semesters during four consecutive academic years shall not again be eligible for released time until two academic years have elapsed following the end of the fourth academic year in which such released time was granted.

(1) As an exception to this limitation, three employees designated by the UFF shall be eligible for released time for responsibilities at the UFF state level for one additional year. These employees shall not again be eligible for released time until two academic years have elapsed following the end of the fifth academic year of released time. These employees shall be identified by the UFF no later than May 1 of the preceding academic year; substitutions may be approved by the University at its discretion.

(2) One employee, designated by the UFF, shall be exempt from the released time limitations of Article 3.4(f). Other exceptions may be granted at the discretion of the University upon prior written request by the UFF.

(g) Employees on released time shall be eligible for salary increases on the same basis as other employees. Their released time activities shall not be evaluated and the University shall not use such activity against the employee in making personnel decisions.

(h) Employees on released time shall retain all rights and responsibilities as employees but shall not be considered representatives of the University for any activities undertaken on behalf of the UFF. The UFF agrees to hold the University harmless for any claims arising from such activities, including the cost of defending against such claims.

Attachment A

ARTICLE 17

LEAVES (ratification date: April 23, 2020)

17.1 Leaves. There are various types of leave that the university offers. Employees are responsible for completing all necessary paperwork, informing their supervisors of their leave request, and meeting deadlines before and after the leave. An absence without approved leave or extension of leave shall subject the employee to the provisions of the Discipline Article 16. An employee's request for use of leave for an event covered by the provisions of the Family and Medical Leave Act (FMLA) of 1993 (Public Law 103-3) shall be submitted and responded to in accordance with the provisions of the FMLA and its implementing regulations. When an employee is absent with a serious health condition and wishes to request FMLA protection or is absent more than 10 days due to illness or injury, a Medical or Parental Leave Request Form and a UCF Medical Certification Form must be submitted to Human Resources as soon as practicable. When an employee's illness/injury may be covered by the Americans with Disabilities Act (ADA), the provisions of Public Law 101-336ADA shall apply.

~~17.2 Requests for (a) Leave or Extension of Leave of One Semester or More.~~

~~(a) For a leave of one semester or more, an employee shall make a written request not less than 120 days prior to the beginning of the proposed leave, if practicable.~~

~~(b) For an extension of a leave of one semester or more, an employee shall make a written request not less than sixty days before the end of the leave, if practicable.~~

~~(c) The University shall approve or deny such request in writing not later than thirty days after receipt of the request.~~

~~17.3 Return from Leave.~~ An employee who returns from an approved leave of absence with or without pay shall be returned to the same classification, unless the University and the employee agree in writing to other terms and conditions.

~~17.4)~~ **Accrual During Leave with PayLeaves.** An employee shall accrue normal leave credits while on compensated leave in full-pay status, or while participating in sabbatical or professional development programs. If an employee is on compensated leave in less than full-pay status for other than sabbaticals or professional development programs, the employee shall accrue leave in proportion to their pay status. Employees who are on leave without pay will not accrue leave.

~~17.5 (b) Holidays.~~

~~(1) An employee shall be entitled to observe all UCF-designated holidays. No classes or examinations shall be scheduled on holidays. Classes not held because of a holiday shall not be rescheduled.~~

~~(2) Supervisors are encouraged not to require an employee to perform duties on holidays; however, an employee required to perform duties on holidays shall have the employee's schedule adjusted to provide equivalent time off, up to a maximum of eight hours for each holiday worked.~~

~~(c) Tenure Credit During Periods of Leave.~~ Time spent on paid or unpaid leave for fewer than 160 hours in a semester shall be tenure-earning. A semester during which an employee spends more than 160 hours on approved leave, whether paid or unpaid, shall not be tenure-earning unless otherwise mutually agreed to by the employee and the University's representative in writing at the time such leave begins. Approved leaves where more than 160 hours in a semester are taken are automatically non-tenure-earning (mandatory tenure clock extension) unless the leave is granted to perform research/creative activity. An employee may make a written request to the university's representative to modify their existing tenure credit using the tenure clock adjustment form provided by Faculty Excellence.

Attachment A

~~17.6~~ ~~Holidays.~~

~~(a)~~ ~~(d) Requests for a Leave or Extension of Leave of One Semester or More.~~

~~(1) For a leave of one semester or more, an employee shall make a written request not less than 120 days prior to the beginning of the proposed leave, if practicable.~~

~~(2) For an extension of a leave of one semester or more, an employee shall make a written request not less than sixty days before the end of the leave, if practicable.~~

~~(3) The University shall approve or deny such request in writing no later than thirty days after receipt of the request.~~

~~(e) Return from Leave.~~ An employee who returns from an approved leave of absence with or without pay shall be returned to the same classification, unless the University and the employee agree in writing to other terms and conditions.

~~17.2) An employee shall be entitled to observe all UCF-designated holidays. No classes or examinations shall be scheduled on holidays. Classes not held because of a holiday shall not be rescheduled.~~

~~(b) Supervisors are encouraged not to require an employee to perform duties on holidays; however, an employee required to perform duties on holidays shall have the employee's schedule adjusted to provide equivalent time off, up to a maximum of eight hours for each holiday worked.~~

~~17.7~~ ~~Family and Medical Leave Act (FMLA) Entitlements.~~ The Family and Medical Leave Act of 1993 ("FMLA")

~~(<https://www.dol.gov/whd/fmla/>) is the common name for the federal law providing eligible employees an entitlement of up to twelve weeks (480 hours) of continuous or intermittent leave without pay for qualified family or medical reasons during a one-year period. This Act entitles the employee to take leave without pay; where University policies permit, employees may use accrued leave with pay during any qualifying family or medical leave. Employees are entitled to use FMLA in accordance with law and University policies. The failure to list, define, or specify any particular provision or portion of the FMLA in this Agreement shall in no way constitute a waiver of any of the rights or benefits conferred to the employer or the employee through the FMLA.~~

~~17.8~~ ~~Modified Instructional Duties (MID) in case of birth or adoption.~~ Employees who elect the MID are ineligible for Paid Parental Leave. Once a modified plan is agreed to by the employee and his or her supervisor, it shall be reviewed by the dean or vice president. The dean or vice president shall either approve the modified work plan, or work in collaboration with the supervisor and employee to try to reach an acceptable solution. If the employee normally has an instructional assignment, then, after consultation with the employee, the supervisor shall determine that the:

- ~~(a) assignment be changed to a non-instructional assignment for the academic semester during which the child is expected to arrive; or~~
- ~~(b) employee's work schedule may be altered.~~

~~17.9~~ ~~Parental Leave Options.~~ The University provides the following leave options when an employee becomes a biological parent, a child is placed for adoption in the employee's home, or the employee becomes the legal guardian of a child. Modified Instructional Duties are not available for an employee on paid or unpaid parental leave as defined in this section.

Attachment A

~~(a) **Paid Parental Leave.** Paid parental leave may be used no more than twice during the employee's employment at the University. If both parents are employees of the University, only one parent may request paid parental leave under this program for each qualifying event (birth or adoption).~~

~~(1) **Eligibility.** An employee must be employed on at least a 0.75 FTE line before s/he is eligible to apply for this benefit. This program does not apply to individuals on a temporary, a term limited, or a visiting appointment. Furthermore, employees on soft money shall be eligible to the extent that such benefits are permitted by the terms of the contract or grant, the ability to meet a grantor's deliverables, the rules of the funding agency, and adequate funds are available.~~

~~(2) **Paid Parental Leave Request.** Participation in paid parental leave is contingent upon execution of a signed agreement. An employee shall request the use of paid parental leave in writing and sign a written agreement detailing the terms of the paid parental leave. These forms must be completed no later than three months prior to the anticipated beginning of the leave and the leave must occur no later than a semester immediately following the birth or adoption event. A shorter notice period may be permitted on a case by case basis, for good cause and/or special circumstances at the discretion of the university's representative. Paid parental leave is separate from, but may run concurrent with, medical or FMLA leave.~~

~~(3) **Commitment to Return.** The employee must agree in writing to return to University employment for at least one academic year following participation in the program or reimburse UCF within 60 days. This time does not include time awarded for a sabbatical or other type of leave. For example, it would be possible for a nine-month employee to take a sabbatical and then opt for the paid parental leave program. In that case, the employee would need to return to active university service for one year for each of the programs; in this example, two academic years.~~

~~(4) **Repayment and Reimbursement.** Repayment of salary, retirement, benefits, and expenses received during paid parental leave shall be required in those instances where payments are made in the absence of a signed agreement by the employee, or when the employee fails to comply with the terms of the program. An employee who makes use of paid parental leave and who remains in University employment for at least one academic year (calendar year for non-instructional faculty) following participation in the parental leave program shall have the total number of hours used deducted from the employee's sick leave and/or annual leave balance (with sick leave being deducted first) that the employee has remaining at the time of separation from the University, or upon transferring between an annual leave and non-annual leave accruing contract.~~

~~(5) **Employees on paid parental leave cannot engage in outside employment unless approved in advance.**~~

~~(6) **Duration of paid parental leave.**~~

~~Upon request, one of the following paid parental leave options shall be granted to employees as follows:~~

~~a. **Twelve-month non-instructional, research, and clinical employees shall receive up to 16 contiguous weeks of paid parental leave;**~~

~~b. **Twelve-month instructional employees have the option of taking leave for the duration of the summer term (usually May 8 until August 7);**~~

~~c. **Nine or twelve-month instructional employees shall receive one regular (Fall or Spring) semester.**~~

~~(b) **Unpaid Parental Leave.**~~

~~(1) **An employee who is ineligible or chooses not to use modified instructional duties (MID) or paid parental leave, the employee may request and shall be granted an unpaid parental leave not to exceed six months.**~~

~~(2) **Employees on unpaid parental leave may use up to six weeks of accrued sick leave for the period of leave immediately following the birth of a child (or eight weeks following a C-Section). Parental leave beyond the six-week period may be covered by other accrued paid leave or remain a period of unpaid leave.**~~

Attachment A

~~(3) The period of parental leave shall begin no more than two weeks before the expected date of the child's arrival. Employees must complete the appropriate forms 30 days before the anticipated date of birth or adoption.~~

~~a. the university's representative shall acknowledge to the employee in writing the period of leave to be granted, and the date of return to employment.~~

~~b. any illness/injury caused or contributed to by pregnancy, when certified by a health care provider, shall be treated as temporary disability if requested, and the employee shall be allowed to use accrued sick leave credits. In such a case, a Medical or Parental Leave Request Form and a UCF Medical Certification Form is required.~~

17.10 Sick Leave.

(a) Accrual of Sick Leave.

(1) A full-time employee shall accrue four hours of sick leave for each biweekly pay period, or the number of hours that are directly proportionate to the number of days worked during ~~a less- than a~~ full-pay period, without limitation as to the total number of hours that may be accrued.

(2) A part-time employee shall accrue sick leave at a rate directly proportionate to the percent of time employed.

(b) ~~Uses~~**Use of Sick Leave.** It is the responsibility of the employee to report sick leave when any scheduled time (such as a meeting, office hours, teaching, committee work), or if, due to illness or hospitalization, fewer than eighty hours are worked during the reporting time period. The employee has an obligation to inform their chair/supervisor as far in advance as possible to mitigate disruption to the department/college. When utilizing sick leave, it is not permissible to engage in outside employment or to receive payment for services.

(1) Sick leave shall be accrued before being taken, provided that an employee who participates in a sick leave pool shall not be prohibited from using sick leave otherwise available to the employee through the sick leave pool.

(2) Sick leave shall be authorized for the following:

a. The employee's personal illness/injury, exposure to a contagious disease which would endanger others, or disability where the employee is unable to perform ~~his/her~~**their** assigned duties.

b. The employee's personal appointments with a health care provider.

c. The illness/injury of a member of the employee's immediate family, at the discretion of the supervisor. Approval of requests for use of reasonable amounts of sick leave for caring for a member of the employee's immediate family shall not be unreasonably withheld.

d. The death of a member of the employee's immediate family, at the discretion of the supervisor. Approval of requests for use of reasonable amounts of sick leave for the death of a member of the employee's immediate family shall not be unreasonably withheld.

(3) A continuous period of sick leave commences with the first day of absence and includes all subsequent days until the employee returns to work. For this purpose, Saturdays, Sundays, and official holidays observed by the State shall not be counted unless the employee is scheduled to work on such days. During any seven-day period, the maximum number of days of sick leave charged against any employee shall be five days, or 40 hours.

(4) An employee who requires the use of sick leave must notify their immediate supervisor as soon as practicable and shall report such leave in accordance with UCF's timekeeping procedures.

(5) An employee who becomes eligible for the use of sick leave while on approved annual leave shall, upon notifying their immediate supervisor, substitute accrued sick leave to cover such circumstances.

(c) **Certification.** If an employee's ~~absence or~~ request for ~~absence or~~ absence exceeds four consecutive days, or if a pattern of absence is documented, the University may require an employee to furnish certification signed by an attending health care provider affirming the medical reasons necessitating the absence and/or the employee's ability to return to work. If the medical certification furnished by the employee is not acceptable, the employee may be required to submit to a medical examination by a health care provider who is not a

Attachment A

University staff member, and which shall be paid for by the University. If the medical certification indicates that the employee is unable to perform assigned duties, the university's representative may place the employee on [compulsory recovery](#) leave under the conditions set forth in that Section.

(d) Payment for Unused Sick Leave.

(1) An employee with less than ten years of University service who separates from the University shall not be paid for any unused sick leave.

(2) An eligible employee who has completed ten or more years of University service, has not been found guilty or has not admitted to being guilty of committing, aiding, or abetting any embezzlement, theft, or bribery in connection with University service, or has not been found guilty by a court of competent jurisdiction of having violated any State law against or prohibiting strikes by public employees, and separates from the University because of retirement for other than disability reasons, termination, or death, shall be compensated for the employee's unused sick leave at the employee's current regular hourly rate of pay for one-fourth of all unused sick leave accrued provided that one-fourth of the unused sick leave does not exceed 480 hours.

(3) An eligible employee with ten or more years of University service shall be paid for unused sick leave as indicated above. For an employee who is re-employed by the University within twelve calendar months following layoff, all unused sick leave shall be restored to the employee, provided the employee requests such action in writing and repays the full amount of any lump sum leave payments received at the time of layoff.

(4) All payments for unused sick leave shall be made in lump sum and shall not be used in determining the average final compensation of an employee in any State administered retirement system. An employee shall not be carried on the payroll beyond the last official day of employment, except that an employee who is unable to perform duties because of a disability may be continued on the payroll until all sick leave is exhausted.

(5) If an employee has received a lump sum payment for accrued sick leave, the employee may elect in writing, upon re-employment within 100 days, to restore the employee's accrued sick leave. Restoration will be effective upon the repayment of the full lump sum leave payment.

(6) In the event of the death of an employee, payment for unused sick leave at the time of death shall be made to the employee's beneficiary, estate, or as provided by law.

17.413 Job-Related Illness/injury.

(a) An employee who sustains a job-related illness/injury that is compensable under the Workers' Compensation Law shall be carried in full-pay status for a period of medically certified illness/injury not to exceed seven days immediately following the illness/injury, or for a maximum of forty work hours if taken intermittently without being required to use accrued sick or annual leave.

(b) If, as a result of the job-related illness/injury, the employee is unable to resume work at the end of the period provided in the Article above:

(1) The employee may elect to use accrued leave in an amount necessary to receive salary payment that will increase the Workers' Compensation payments to the total salary being received prior to the occurrence of the illness/injury. In no case shall the employee's salary and Workers' Compensation benefits exceed the amount of the employee's regular salary payments; or

(2) The employee shall be placed on leave without pay and shall receive normal Workers' Compensation benefits if the employee has exhausted all accrued leave, or the employee elects not to use accrued leave.

(c) This period of leave with or without pay shall be in accordance with Chapter 440 (Worker's Compensation), Florida Statutes.

(d) If, at the end of the leave period, the employee is unable to return to work and perform assigned duties, the University's representative shall advise the employee, as appropriate, of the Florida Retirement System's disability provisions and application process, and may, based

Attachment A

upon a current medical certification by a health care provider prescribed in accordance with Chapter 440 (Worker's Compensation), Florida Statutes, and taking the University's needs into account:

- (1) offer the employee part-time employment;
- (2) place the employee on leave without pay status or extend such status;
- (3) request the employee's resignation; or
- (4) release the employee from employment, notwithstanding any other provisions of this Agreement.

17.12 ~~Compulsory Leave.~~

~~(a) Placing Employee on Compulsory Leave.~~

~~(1) If an employee is perceived to be unable to perform assigned duties due to illness/injury, medical certification, the president or representative may require the employee to submit to a medical examination, the results of which shall be released to the University, by a health care provider chosen and paid by the University, or by a health care provider chosen and paid by the employee who is also acceptable to the president or representative. Such health care provider shall submit the appropriate medical certification(s) to the University.~~

~~(2) If the University agrees to accept the employee's choice of a health care provider the University may not then require another University-paid examination.~~

~~(3) If the medical examination confirms that the employee is unable to perform assigned duties, the president or representative shall place the employee on compulsory leave.~~

~~(b) Conditions of Compulsory Leave.~~

~~(1) Written notification to the employee placing the employee on compulsory leave shall include the duration of the compulsory leave period and the conditions under which the employee may return to work. These conditions may include the requirement of the successful completion of, or participation in, a program of rehabilitation or treatment, and follow up medical certification(s) by the health care provider, as appropriate.~~

~~(2) The compulsory leave period may be leave with pay or leave without pay. If the compulsory leave combines the use of accrued leave with leave without pay, the use of such leave shall be in accordance with this Article.~~

~~(3) If the employee fulfills the terms and conditions of the compulsory leave and receives a current medical certification that the employee is able to perform assigned duties, the president or representative shall return the employee to the employee's previous duties, if possible, or to equivalent duties.~~

~~(c) **Duration.** Compulsory leave, with or without pay, shall be for a period not to exceed the duration of the illness/injury or one year, whichever is less.~~

~~(d) **Failure to Complete Conditions of Compulsory Leave or Inability to Return to Work.** If the employee fails to fulfill the terms and conditions of a compulsory leave and/or is unable to return to work and perform assigned duties at the end of a leave period, the president or representative should advise the employee, as appropriate, of the Florida Retirement System's disability provisions and application process, and may, based upon the University's needs:~~

- ~~(1) offer the employee part-time employment;~~
- ~~(2) place the employee in leave without pay status in or extend such status;~~
- ~~(3) request the employee's resignation; or~~
- ~~(4) release the employee from employment, notwithstanding any other provisions of this Agreement.~~

17.13 Annual Leave.

Attachment A

(a) **Accrual of Annual Leave.** Academic year employees and employees appointed for less than nine months shall not accrue annual leave.

(1) Full-time employees appointed for more than nine months shall accrue annual leave at the rate of 6.77 hours biweekly and the hours accrued shall be credited at the conclusion of each pay period or, upon termination, at the effective date of termination. Employees may accrue annual leave in excess of the year end maximum during a calendar year. Employees with accrued annual leave in excess of the year end maximum as of December 31, shall have any excess converted to sick leave on an hour-for-hour basis in the pay period containing January 1 of each year.

(2) Part-time employees appointed for more than nine months shall accrue annual leave at a rate directly proportionate to the percent of time employed.

(b) **Use and Transfer of Annual Leave.**

(1) Annual leave shall be accrued before being taken. All requests for annual leave shall be submitted by the employee to the supervisor as far in advance as possible. Approval of the dates on which an employee wishes to take annual leave shall be at the discretion of the supervisor and shall be subject to the consideration of departmental/unit and organizational scheduling.

(c) **Payment for Unused Annual Leave.**

(1) Prior to termination from an annual leave accruing contract, or transfer from an annual leave accruing contract to an academic year contract, the university's representative shall determine whether the employee has the ability to reduce their accrued annual leave balance prior to termination or reassignment to an academic year contract. If the employee does not have the opportunity to reduce the balance, the University shall pay the employee for up to forty-four days (352 hours) of unused annual leave. Payment of the accrued annual leave shall be at the employee's last rate of pay under which they were paid in the annual leave accruing position. All unused annual leave in excess of forty-four days (352 hours) shall be forfeit.

(2) In the event of the death of an employee, payment for all unused annual leave at the time of death, up to 352 hours, shall be made to the employee's beneficiary, estate, or as provided by law.

17-1417.5 Family and Medical Leave Act (FMLA) Entitlements. The Family and Medical Leave Act of 1993 ("FMLA") (<https://www.dol.gov/whd/fmla/>) is the common name for the federal law providing eligible employees an entitlement of up to twelve workweeks (i.e., 480 hours) of continuous leave or up to 480 hours of intermittent leave without pay for qualified family or medical reasons during a one-year period. This Act entitles the employee to take leave without pay; where University policies permit, employees may use accrued leave with pay at their discretion during any qualifying family or medical leave. Employees are entitled to use FMLA in accordance with law and University policy. The failure to list, define, or specify any particular provision or portion of the FMLA in this Agreement shall in no way constitute a waiver of any of the rights or benefits conferred to the employer or the employee through the FMLA.

17.6 Modified Instructional Duties (MID) in case of birth or adoption. Employees who elect the MID are ineligible for Paid Parental Leave. If the employee normally has an instructional assignment, then, after consultation with the employee, the supervisor shall determine that the:

- (a) assignment be changed to a non-instructional assignment for the academic semester during which the child is expected to arrive; or
- (b) employee's work schedule may be altered.

Attachment A

Once a modified plan is agreed to by the employee and his or her supervisor, it shall be reviewed by the dean or vice president. The dean or vice president shall either approve the modified work plan, or work in collaboration with the supervisor and employee to try to reach an acceptable solution.

e

(a) Paid Parental Leave. Paid parental leave may be used no more than twice during the employee's employment at the University. If both parents are employees of the University, only one parent may request paid parental leave under this program for each qualifying event (birth or adoption).

(1) Eligibility. An employee must be employed on at least a 0.75 FTE line before s/he is eligible to apply for this benefit. This program does not apply to individuals on a temporary, a term limited, or a visiting appointment. Furthermore, employees on soft money shall be eligible to the extent that such benefits are permitted by the terms of the contract or grant, the ability to meet a grantor's deliverables, the rules of the funding agency, and adequate funds are available.

(2) Paid Parental Leave Request. Participation in paid parental leave is contingent upon execution of a signed agreement. An employee shall request the use of paid parental leave in writing and sign a written agreement detailing the terms of the paid parental leave. These forms must be completed no later than three months prior to the anticipated beginning of the leave and the leave must occur no later than a semester immediately following the birth or adoption event. A shorter notice period may be permitted on a case-by-case basis, for good cause and/or special circumstances at the discretion of the university's representative. Paid parental leave is separate from, but may run concurrent with, medical or FMLA leave.

(3) Commitment to Return. The employee must agree in writing to return to University employment for at least one academic year following participation in the program or reimburse UCF within 60 days. This time does not include time awarded for a sabbatical or other type of leave. For example, it would be possible for a nine-month employee to take a sabbatical and then opt for the paid parental leave program. In that case, the employee would need to return to active university service for one year for each of the programs; in this example, two academic years.

(4) Repayment and Reimbursement. Repayment of salary, retirement, benefits, and expenses received during paid parental leave shall be required in those instances where payments are made in the absence of a signed agreement by the employee, or when the employee fails to comply with the terms of the program. An employee who makes use of paid parental leave and who remains in University employment for at least one academic year (calendar year for non-instructional faculty) following participation in the parental leave program shall have the total number of hours used deducted from the employee's sick leave and/or annual leave balance (with sick leave being deducted first) that the employee has remaining at the time of separation from the University, or upon transferring between an annual leave and non-annual leave accruing contract.

(5) Employees on paid parental leave cannot engage in outside employment unless approved in advance.

(6) Duration of paid parental leave.

Upon request, one of the following paid parental leave options shall be granted to employees as follows:

a. Twelve-month non-instructional, research, and clinical employees shall receive up to 16 contiguous weeks of paid parental leave;

b. Twelve-month instructional employees have the option of taking leave for the duration of the summer term (usually May 8 until August 7);

c. Nine- or twelve-month instructional employees shall receive one regular (Fall or Spring) semester.

(b) Unpaid Parental Leave.

Attachment A

(1) An employee who is ineligible or chooses not to use modified instructional duties (MID) or paid parental leave, the employee may request and shall be granted an unpaid parental leave not to exceed six months.

(2) Employees on unpaid parental leave may use up to six weeks of accrued sick leave for the period of leave immediately following the birth of a child (or eight weeks following a C-Section). Parental leave beyond the six-week period may be covered by other accrued paid leave or remain a period of unpaid leave.

(3) The period of parental leave shall begin no more than two weeks before the expected date of the child's arrival. Employees must complete the appropriate forms 30 days before the anticipated date of birth or adoption.

a. the university's representative shall acknowledge to the employee in writing the period of leave to be granted, and the date of return to employment.

b. any illness/injury caused or contributed to by pregnancy, when certified by a health care provider, shall be treated as temporary disability if requested, and the employee shall be allowed to use accrued sick leave credits. In such a case, a Medical or Parental Leave Request Form and a UCF Medical Certification Form is required.

17.8—Administrative Leaves.

(a) Jury Duty and Court Appearances.

~~(1) An employee who is summoned as a member of a jury panel or subpoenaed as a witness in a matter not involving the employee's personal interests, shall be granted leave with pay and any jury or witness fees shall be retained by the employee; leave granted hereunder shall not affect an employee's annual or sick leave balance.~~

~~(2) An appearance as an expert witness for which an employee receives professional compensation falls under the Conflict of Interest/Commitment Article 10 and the University's policies and regulations relative to outside employment/conflict of interest. Such an appearance may require the employee to request annual leave or, if a non-annual leave accruing employee, may request a modified work schedule.~~

~~(3) If an employee is required, as a direct result of their employment, to appear as an official witness to testify in the course of any action as defined in Section 92.142(2), Florida Statutes, such duty shall be considered a part of the employee's job assignment, and the employee shall be paid per diem and travel expenses and shall turn over to the University any fees and other expense reimbursement received.~~

~~(4) An employee involved in personal litigation during work hours must request annual leave or, if a non-annual leave accruing employee, must request a modified work schedule or record leave without pay.~~

(b) Military Leave.

~~(1) Short term Military Training. An employee who is a member of the United States Armed Forces Reserve, including the National Guard, upon presentation of a copy of the employee's official orders, letter from the Commanding Officer or appropriate military certification, shall be granted leave with pay during periods in which the employee is engaged in annual field training or other active or inactive duty for training exercises. Such leave with pay shall not exceed two hundred and forty hours in any one university fiscal year (July 1 — June 30). Additional leave for training may be taken as ordered by the military, however annual leave, compensatory leave or leave without pay may be utilized to cover the additional time necessary for training.~~

~~(2) National Guard State Service. An employee who is a member of the Florida National Guard shall be granted leave with pay on all days when ordered to active service by the State. Such leave with pay shall not exceed thirty days at any one time.~~

~~(3) Other Military Leave.~~

Attachment A

~~a. An employee, except an employee who is employed in a temporary position or employed on a temporary basis, who is drafted, who volunteers for active military service, or who is ordered to active duty (not active duty training) shall be granted leave in accordance with Chapter 43 of Title 38, United States Code.~~

~~b. Such leave of absence shall be verified by official orders or appropriate military certification. The first thirty days of such leave shall be with full pay and shall not affect an employee's annual or sick leave balance. The remainder of military leave shall be without pay unless the employee elects to use accumulated annual leave or appropriate leave as provided in this Article, or the employer exercises its option to supplement the employee's military pay. Leave payment for the first thirty days shall be made only upon receipt of documentation from appropriate military authority.~~

~~c. Applicable provisions of Federal and State law shall govern the granting of military leave and the employee's re-employment rights.~~

~~d. Use of accrued leave is authorized during a military leave without pay in accordance with this Article.~~

~~(c) **Leave Pending Investigation.** When the University's representative has reason to believe that the employee's presence on the job will adversely affect the operation of the University, the University's representative may immediately place the employee on leave pending investigation of the event(s) leading to that belief. The leave pending investigation shall commence immediately upon the university's representative providing the employee with a written notice. The leave shall be with pay, with no reduction of accrued leave.~~

~~(d) **Other Leaves Provided Not Affecting Accrued Leave Balances.** An employee may be granted other leaves not affecting accrued leave balances which are provided as follows:~~

~~(1) Florida Disaster Volunteer Leave is provided for an employee who is a certified disaster service volunteer of the American Red Cross. Leave of absence with pay for not more than fifteen working days in the fiscal year may be provided upon request of the American Red Cross and the employee's supervisor's approval. Leave granted under this act shall be only for services related to a disaster occurring within the boundaries of the State of Florida.~~

~~(2) Civil disorder or disaster leave is provided for an employee who is member of a volunteer fire department, police auxiliary or reserve, civil defense unit, or other law enforcement type organization to perform duties in time of civil disturbances, riots, and natural disasters, including an employee who is a member of the Civil Air Patrol or Coast Guard Auxiliary, and called upon to assist in emergency search and rescue missions. Such paid leave not affecting leave balances may be granted upon approval by the university's representative and shall not exceed two days on any one occasion.~~

~~(3) Athletic competition leave is provided for an employee who is a group leader, coach, official, or athlete who is a member of the official delegation of the United States team for athletic competition. Such paid leave not affecting leave balances shall be granted for the purpose of preparing for and engaging in the competition for the period of the official training camp and competition, not to exceed 30 days in a calendar year.~~

~~(4) Leave for re-examination or treatment with respect to service-connected disability is provided for an employee who has such rating by the United State Department of Veterans Affairs and has been scheduled to be reexamined or treated for the disability. Upon presentation of written confirmation of having been so scheduled, such leave not affecting the employee's leave balances shall be approved and shall not exceed six calendar days in any calendar year.~~

~~(e) **Official University Closings.** The University's representative may close the University, or portions of the University, in accordance with University policies and regulations relating to natural disasters or other emergencies. Such closings will be only for the period it takes to restore normal working conditions. Leave resulting from such an emergency closing shall not reduce employees' leave balances and should be recorded as administrative (ADM) leave. University closures that cause leave-earning employees to miss regularly scheduled assigned time (such as office hours, departmental meeting, etc.) shall be reported by the employee after such an event as ADM in accordance with UCF's timekeeping procedures.~~

Attachment A

17.15 Leave Without Pay.

(a) **Granting.** If a leave is in the best interests of the university, the university's representative has the ability to grant an employee's request for a leave without pay for a period not to exceed one year. Such leave may be extended upon mutual agreement. Employees on leave without pay must update their conflict of interest/commitment forms if there is any change from their last report. Employees given leaves of more than twelve weeks must return to the University for at least one academic year after their return. If the employee fails to return to the University for at least two consecutive semesters following participation in the program, all fringe benefits must be repaid to the University within 60 days for resignation or job abandonment.

(b) **Salary Adjustment.** The salary of an employee returning from uncompensated leave shall be adjusted to reflect all non-discretionary increases distributed during the period of leave. Such leave will not affect eligibility to participate in any special salary incentive programs such as the Research Incentive Award.

(c) **Retirement Credit.** Retirement credit for such periods of leave without pay shall be governed by the rules and regulations of the Division of Retirement and the provisions of Chapter 121, Florida Statutes.

(d) **Accrual of Leave/Holiday Pay.** While on leave without pay, the employee shall retain accumulated sick leave and annual leave, but shall not accrue sick leave or annual leave nor be entitled to holiday pay.

(e) **Use of Accrued Leave During an Approved Period of Leave Without Pay.**

(1) Use of accrued leave with pay is authorized during a leave of absence without pay for parental, foster care, medical, or military reasons. Such use of leave with pay is provided under the following conditions:

a. Notwithstanding the provisions of this Article regarding the use of sick leave, an employee may use any type of accrued leave in an amount necessary to cover the employee's contribution to the State insurance program and other expenses incurred by the employee during an approved period of leave without pay. Under such circumstances, the employee must use a minimum of ten accrued leave hours per week.

b. Normally use of accrued leave during a period of leave without pay for parental or medical reasons shall be approved for up to six months, but may be approved for up to one year for the serious health condition of the employee or a member of the employee's immediate family.

c. The employer contribution to the State insurance program shall continue for the corresponding payroll periods.

(2) An employee's request for the use of accrued leave during a period of leave without pay shall be made at the time of the employee's request for the leave without pay. Such request shall include the amount of accrued leave the employee wishes to use during the approved period of leave without pay. If circumstances arise during the approved leave that cause the employee to reconsider the combination of leave with and without pay, the employee may request approval of revisions to the original approval, which will be reviewed by the University.

17.9 Administrative Leaves.

(a) Jury Duty and Court Appearances.

(1) An employee who is summoned as a member of a jury panel or subpoenaed as a witness in a matter not involving the employee's personal interests, shall be granted leave with pay and any jury or witness fees shall be retained by the employee; leave granted hereunder shall not affect an employee's annual or sick leave balance.

(2) An appearance as an expert witness for which an employee receives professional compensation falls under the Conflict of Interest/Commitment Article 19 and the University's policies and regulations relative to outside employment/conflict of interest. [Such an](#)

Attachment A

appearance may require the employee to request annual leave, or, in the case of a non-annual leave accruing employee, they may request a modified work schedule.

(3) If an employee is required, as a direct result of their employment, to appear as an official witness to testify in the course of any action as defined in Section 92.142(2), Florida Statutes, such duty shall be considered a part of the employee's job assignment, and the employee shall be paid per diem and travel expenses and shall turn over to the University any fees and other expense reimbursement received by the employee for such appearance.

(4) An employee involved in personal litigation during work hours must request annual leave or, if a non-annual leave accruing employee, must request a modified work schedule or record leave without pay.

(b) Military Leave.

(1) Short-term Military Training. An employee who is a member of the United States Armed Forces Reserve, including the National Guard, upon presentation of a copy of the employee's official orders, letter from the Commanding Officer or appropriate military certification, shall be granted leave with pay during periods in which the employee is engaged in annual field training or other active or inactive duty for training exercises. Such leave with pay shall not exceed two hundred forty hours in any one university fiscal year (July 1 – June 30). Additional leave for training may be taken as ordered by the military, however annual leave, compensatory leave or leave without pay may be utilized to cover the additional time necessary for training.

(2) National Guard State Service. An employee who is a member of the Florida National Guard shall be granted leave with pay on all days when ordered to active service by the State. Such leave with pay shall not exceed thirty days at any one time.

(3) Other Military Leave.

a. An employee, except an employee who is employed in a temporary position or employed on a temporary basis, who is drafted, who volunteers for active military service, or who is ordered to active duty (not active duty training) shall be granted leave in accordance with Chapter 43 of Title 38, United States Code.

b. Such leave of absence shall be verified by official orders or appropriate military certification. The first thirty days of such leave shall be with full pay and shall not affect an employee's annual or sick leave balance. The remainder of military leave shall be without pay unless the employee elects to use accumulated annual leave or appropriate leave as provided in this Article, or the employer exercises its option to supplement the employee's military pay. Leave payment for the first thirty days shall be made only upon receipt of documentation from appropriate military authority.

c. Applicable provisions of Federal and State law shall govern the granting of military leave and the employee's re-employment rights.

d. Use of accrued leave is authorized during a military leave without pay in accordance with this Article.

(c) Leave Pending Investigation. When the University's representative has reason to believe that the employee's presence on the job will adversely affect the operation of the University, the University's representative may immediately place the employee on leave pending investigation of the event(s) leading to that belief. The leave pending investigation shall commence immediately upon the university's representative providing the employee with a written notice. The leave shall be with pay, with no reduction of accrued leave.

(d) Other Leaves Provided Not Affecting Accrued Leave Balances. An employee may be granted the following other leaves not affecting their accrued leave balances:

e

(e) Official University Closings. The University's representative may close the University, or portions of the University, in accordance with University policies and regulations relating to natural disasters or other emergencies. Such closings will be only for the period it takes to restore normal working conditions. Leave resulting from such an emergency closing shall not reduce employees' leave balances and should be recorded as administrative (ADM) leave. University closures that cause leave-earning employees to miss regularly scheduled assigned

Attachment A

time (such as office hours, departmental meeting, etc.) shall be reported by the employee after such an event as ADM in accordance with UCF's timekeeping procedures.

17.10 Recovery Leave.

The purpose of recovery leave is to provide employees with serious medical conditions and/or disabilities the opportunity to dedicate themselves to recovery and/or healing with the hope of returning the employees to a productive status. Eligible employees are those who, due to a serious medical condition or disability, are unable to perform the essential functions of their job either with or without a reasonable accommodation. Recovery leave should not be used in lieu of a reasonable accommodation if one is available. This section of the Agreement outlines the process used to determine an employee's fitness for duty and/or their prognosis for returning fit for duty. Employees who experience serious medical conditions and/or disabilities are encouraged to contact Human Resources with questions about benefits, including disability insurance, and other options, and to contact the Office of Institutional Equity with questions about potential accommodations.

(a) Placing Employee on Recovery Leave.

(1) Employee-Initiated: If a health care provider certifies that an employee will not be able to perform the essential functions of his or her job either with or without reasonable accommodations due to a serious medical condition or disability for three months or longer, the employee may request to be placed on recovery leave.

(2) Employer-Initiated: If an employee's immediate supervisor and his or her dean/vice-president reasonably believe that (i) the employee is unable to perform the essential functions of his or her job either with or without reasonable accommodation due to a serious medical condition or disability, or (ii) the employee poses a direct threat to his or her own safety or the safety of others, the university representative may place the employee on paid administrative leave during which time the employee is obligated to seek an appointment as described below. The employee would then be required to submit to a fitness for duty examination, the results of which shall be released to the University, by a health care provider chosen through its EAP provider and paid by the University, or by a health care provider chosen and paid by the employee who is also acceptable to the president or representative. Such health care provider shall submit the appropriate medical certification(s) to the University.

a. If the University agrees to accept the employee's choice of a health care provider the University may not then require another University-paid fitness for duty examination for at least six months.

b. It is the responsibility of the employee to notify the University in a timely manner of any delay in scheduling or completing the required fitness for duty examination. If the employee does not make arrangements for a fitness for duty examination during their period of paid administrative leave, the employee shall be terminated at the end of the paid administrative leave.

c. Prior to the fitness for duty examination, the health care provider shall be provided by the University a description of the essential functions of the employee's job and information from the appropriate AESP about what would constitute satisfactory performance by the employee.

d. Before the employee is seen by the medical health professional, the University must provide a written statement for the health care provider of its objective justifiable suspicion based on specific facts or circumstances that an employee is reasonably unable to perform the essential functions of his/her job as a result of a serious medical condition or disability.

e. If the fitness for duty examination establishes that the employee is unable to perform the essential functions of his or her job, the university representative shall place the employee on recovery leave. Otherwise, the employee's paid administrative leave shall end, and the employee shall return to their assigned duties to the extent practical.

(b) Conditions of Recovery Leave.

Attachment A

(1) Written notification to the employee placing the employee on recovery leave shall include the duration of the recovery leave period and the conditions under which the employee may return to work. These conditions may include the requirement of the successful completion of, or participation in, a program of rehabilitation or treatment, and follow-up medical certification(s) by the health care provider, as appropriate.

(2) The recovery leave period may be leave with pay or leave without pay. If the recovery leave combines the use of accrued leave with leave without pay, the use of such leave shall be in accordance with this Article.

(3) If the employee fulfills the terms and conditions of the recovery leave and receives a current medical certification that the employee is able to perform the essential functions of his or her job at least eight weeks before the recovery leave expires, the university's representative shall return the employee to the employee's previous duties, if possible, or to equivalent duties.

(c) Duration. Recovery leave, with or without pay, shall be for a period not to exceed the duration of healing from the serious medical condition or disability, or one year, whichever is less.

(d) Failure to Complete Conditions of Recovery Leave or Inability to Return to Work. If the employee fails to fulfill the terms and conditions of a recovery leave and/or is unable to return to work and perform the essential functions of his or her job at the end of a leave period, the university representative may advise the employee, as appropriate, to contact HR Benefits about the Florida Retirement System's disability provisions and application process and release the employee from employment, notwithstanding any other provisions of this Agreement. The employee may also choose to resign at any point during the recovery leave process.

ARTICLE 18

INVENTIONS AND WORKS (ratification date: April 23, 2020)

18.1 University Authority and Responsibilities. The University is authorized to establish regulations and procedures regarding patents, copyrights, and trademarks consistent with federal and state law. Such regulations and procedures shall be consistent with the terms of this Article.

18.2 Definitions. The following definitions shall apply in this Article-18:

(a) A "Work" means, in accordance with Title 17 of the U.S. Code, any original work of authorship that is or may be subject to copyright. Work includes but is not limited to printed material (such as books, articles, memoranda, and texts), computer software or databases, audio and visual material, circuit diagrams, architectural and engineering drawings, lectures, compositions (e.g., written, musical, and/or dramatic), motion pictures, multimedia works, web pages, sound recordings, choreographic works, and pictorial or graphic illustrations or displays, and any creative expression of a Trademark used in connection with these items. ~~Instructional Technology Material is included in this definition.~~

(b) An "Invention" ~~shall include (i) means~~ any discovery; ~~process;~~ composition of matter; ~~article of manufacture;~~ know-how; ~~design;~~ model; ~~computer software or database;~~ technological development; ~~biological material, strain, variety, or culture of any organism;~~ or portion, modification, translation, ~~computer software or databases,~~ or extension of these items which is or may be patentable or otherwise protected under Title 35 of the United States Code, ~~or that is or may be protected as a Trade Secret, under the Florida Trade Secrets Act, Ch. 688, Fla. Stat.;~~ or any ~~similar act of another State, as may be relevant,~~ (ii) any novel variety of plant that is or may be patentable or otherwise protected ~~under the Plant Variety Protection Act (7 U.S.C. §2321 et seq.),~~ (iii) any Trademark, and/or (iv) any directly related know-how used in connection with these items. ~~Instructional Technology Material which is or may be patentable is included in this definition.~~

(c) ~~"Instructional Technology Material" includes video and audio recordings or transmissions, motion pictures, films, slides, photographic and other similar visual materials, electronic and digital media, computer programs, programmed instructional materials, web pages,~~

Attachment A

~~electronic, electro-mechanical, or solid state physics-based equipment, three dimensional materials and exhibits, and combinations of the above, which are prepared or produced in whole or in part by an employee and that are used for instruction. All distance and distributed learning courses and/or modules are included in this definition.~~

~~(c) "Online Course" means a course that requires student access to an University online learning environment, and includes but is not limited to, courses taught under World Wide Web ("W"), Mixed Mode/Reduced Seat Time ("M"), Video Streaming ("V") Video Streaming/Reduced Seat Time ("RV") and Active Learning/Reduced Seat Time ("RA") course modalities.~~

~~(d) "University Support" shall mean means (1) the non-incidental, appreciable use of University resources, such as funds, personnel, facilities, equipment, materials, technological information, or students in the creation or making of a Work or Invention; and does not include the incidental use of resources made available to the University community for common use. University Support includes such, (2) course release, and/or (3) support provided by other public or private organizations when it is arranged, administered, or controlled by the University or a University direct support organization. For a use of University resources to be appreciable, it must go beyond the resources commonly or routinely provided or made available to similarly situated employees for the performance of their assignment. For example, the routine use of resources such as the libraries; one's office, office computer and other University computer facilities; and office supplies, is not considered appreciable University Support.~~

18.3 Works.

(a) Independent Creative Efforts. A Work made in the course of Independent Creative Efforts is the property of the creating employee(s), who has each have the right to determine the disposition of such Work and the revenue derived from it. The, in accordance with U.S. copyright law. If requested, the employee shall provide documentation to substantiate his or her Independent Creative Efforts. As used in this Section, the term "Independent Creative Efforts" means that:

- (1) the ideas came from the employee;
- (2) the Work was made without the use of ~~appreciable~~ University Support; and
- (3) the University is not responsible for any opinions expressed in the Work.

~~(b) University-Supported Efforts. A Work that is created with the use of University Support as defined in 18.2(d) is the property of the University, and the employee shall share in the proceeds therefrom. For example, Web-based courses developed with University resources use a team of technical support experts and faculty members to develop materials and software used in the course. Accordingly, the University maintains the right of ownership to such software and materials. These materials may be licensed by mutual agreement between the University and the employee(s) who developed the materials. A Work not made in the course of Independent Creative Efforts is the property of the University and is hereby assigned to the University by the employee(s), and the creating employee(s) shall share in any proceeds therefrom.~~

~~(c) Exceptions. The (1) Notwithstanding the above,~~

~~(a) the University shall not assert ownership rights to the following Works:~~

~~(1) Those Works for which the intended purpose is to disseminate the results of academic research or, scholarly study, such as books, articles, electronic and digital media; and/or creative efforts.~~

~~(2) Works (b) the University shall not assert ownership rights to Works developed without the use of appreciable University Support and used solely for the purpose of assisting or enhancing the employee's instructional assignment. Examples include case studies, textbooks, laboratory manuals and class notes produced in connection with regular scheduled courses of instruction, regardless of the modality.~~

~~(3) The intellectual content developed by faculty members for Web-based courses.~~

Attachment A

~~(c)~~ Instructional material developed or substantially revised for an Online Course without University Support and without the use of UCF online instructional design services shall be the property of the creating employee(s) and is hereby assigned to the creating employee(s) by the University, subject to the retained rights set forth in Section 18.3(b)(1)(d)(i) through (d)(iii).

(d) Instructional material developed or substantially revised for an Online Course with the use of UCF online instructional design services shall be the property of the creating employee(s) and is hereby assigned to the creating employee(s) by the University, subject to a retained right by the University to continued internal use of the Online Course, including the instructional material, for instructional purposes, and subject to the retained rights set forth in Section 18.3(b)(1)(d)(i) through (d)(iii). Unless employee agrees otherwise in writing as long as they are employed by the University, such employee shall have the exclusive right to revise the Online Course, provided that the University shall not be obligated to provide further resources for such revisions unless they are requested by the University or agreed upon jointly by the University and the employee.

(i) If an employee who develops or substantially revises an Online Course ceases to be employed by the University, the University shall possess and expressly retains the right to continued internal use of such Online Course, including the right to revise, reproduce, or make derivative works, of the instructional materials for instructional purposes for no more than the five (5) full academic years following the employee's separation from the University. The owner (creator) may continue to make personal and professional use of the instructional material, at no cost to and with no obligation by the University after termination of their employment, subject to any third-party obligations.

(ii) If an employee who develops or substantially revises an Online Course is unexpectedly unable to complete the employee's instructional assignment as to such Online Course, the University shall possess and expressly retains the right to internal use of such Online Course, including the right to revise, reproduce, or make derivative works, of the instructional materials for instructional purposes and to the extent necessary to ensure successful completion of the instructional assignment.

(iii) In any Online Course where the University exercises its rights to internal use of instructional materials for instructional purposes, acknowledgement and attribution of the creator(s) will be included.

(c) Disclosure/University Review.

(1) Upon the creation of a Work and prior to any publication, the employee shall disclose to the ~~president or president's~~University's representative any Work that was not made in the course of ~~University-supported efforts~~Independent Creative Effort, together with an outline of the project and the conditions under which it was done. ~~Consistent with the provisions of Section 18.3.(c) above, employees need not disclose any Work regarding books, articles, and similar Works the intended purpose of which is to disseminate the results of academic research or scholarly Work.~~

(2) The ~~president or president's~~University's representative shall assess the relative equities of the employee and the University in the Work.

(3) Within ~~one hundred twenty (120)~~ninety days after such disclosure, the ~~president or president's~~University's representative will inform the employee whether the University seeks an interest in the Work, and a written agreement shall thereafter be negotiated to reflect the interests of both parties, including provisions relating to the equities of the employee and or the allocation of proceeds resulting from such Work. ~~Allocation of proceeds/royalties~~ shall be made in accordance with the University's policy on copyrights and patents. The agreement will also include provisions relating to the creation, use, and revision of such Works by the University or the employee, as well as provisions relating to the use or revision of such Works by persons other than the University or employee. All such agreements shall comport with and satisfy any preexisting terms or commitments to outside sponsoring contractors or agencies.

(4) The employee shall assist the University in obtaining releases from persons appearing in, or giving financial or creative support to, the development or use of these Works in which the University asserts an interest, ~~including Instructional Technology Materials as defined in Section 18.2(c).~~ The employee shall certify that such development or use does not infringe upon any existing copyright or other legal right.

Attachment A

(5) The employee and the University shall not commit any act that would tend to defeat the University's or employee's interest in the Work, such as making a public disclosure prior to the University obtaining intellectual property protection, and shall take any necessary steps to protect such interests. Employees will execute any and all necessary documents to affirm, publicly formalize, and record the transfer of all rights to the University or to University of Central Florida Research Foundation ("UCFRF").

(ed) Outside Activity. An employee may, in accordance with ~~Article 19,~~ the Conflict of Interest or Commitment and Outside Activity Article, engage in outside activity, including employment pursuant to a consulting agreement.

~~(1) Any requirement that an employee waive the University's rights to any University-supported Work as defined in Section 18.3(b), or Inventions that arise during the course of such outside activity shall not be entered into unless specifically approved by the president or president's representative, in writing, prior to the start of such outside activity.~~

~~(2) An employee who proposes to engage in an such outside activity where the employee may be asked to waive the University's rights shall furnish a copy of this the instant Article and the University's University's Copyrights and Works Regulation to the outside employer/ party prior to the time a consulting or other agreement is signed or, if there is no written agreement, before the outside activity/employment/ activity at the outside employer/ party begins.~~

(e) Transfer of copyright to the employee. When copyright is owned by the University in accordance with the provisions of this Article, the originating employee of the Work may request of the Vice President of Research that ownership be transferred to the employee. Such request shall be granted if it does not:

- (1) violate any legal obligations of or to the University;
- (2) limit appropriate uses of the Work by the University;
- (3) create a conflict of interest for the employee; and
- (4) otherwise conflict with specific goals of the University.

18.4 Inventions.

(a) Independent Inventive Efforts.

~~18.4 Inventions.~~

~~(a) Independent Inventive Efforts.~~ All Inventions made outside the field or discipline in which the employee is employed by the University, and for which no appreciable University Support has been used, are the property of the employee, subject to 35 U.S.C. 115, who has the right to determine the disposition of such property and revenue derived from such property. The employee and the ~~president or president's University's~~ representative may agree that the patent for such Invention be pursued by the University and the proceeds shared.

(b) University-Supported Efforts. Inventions made in the field or discipline in which the employee is employed by the University, or by using University Support, are the property of the University and the employee shall share in the proceeds therefrom. Such Inventions and related rights shall be the property of the University and are hereby assigned to the University by the employee. If the University decides to patent, develop and market the Invention, all costs of the patent application and related activities, including those which lead to active licensed production, shall be paid from University funds. These costs shall be recovered before any division of patent or license revenue is made between the University and the employee.

(c) Private or Industrially Sponsored Efforts. Except in unusual cases, Inventions developed in the course of privately or industrially sponsored research (also University-Supported Efforts) are the property of the University. The sponsor may be accorded the first option to negotiate an exclusive license, in which case the term of exclusivity and the compensation shall be negotiated at the time the Invention is made or under the provisions of the University's policy on copyrights and patents. If the sponsor exercises this option, the University generally retains royalty-free license rights to use the Invention or discovery for its own purposes.

Attachment A

(d) ~~Outside Activity.~~ An employee may, in accordance with ~~Article 19,~~ the Conflict of Interest or Commitment and Outside Activity ~~Article,~~ engage in outside activity, including employment pursuant to a consulting agreement. All Inventions arising from authorized Outside Activity and outside of the field or discipline ~~of the employee are the property of the employee, subject to the following conditions: of the employee are the property of the employee. However, any requirement that the employee waive the University's rights to any Inventions which arise during the course of such activity must be approved in writing by the University's representative. Employees who propose to engage in such Outside Activity shall furnish a copy of Article 18 and the University's Patent, Trademarks, and Trade Secrets Regulation to the outside employer/party prior to the time an agreement is signed or, if there is no written agreement, before the Outside Activity/employment begins. Employees are not authorized and do not possess necessary ownership to waive University rights, and any such waiver is deemed void unless specifically authorized by the Vice President of Research or designee.~~

~~(1) Any requirement that an employee waive the University's rights to any Inventions that arise during the course of such outside activity shall not be entered into unless specifically approved by the president or president's representative, in writing, prior to the start of such outside activity.~~

~~(2) An employee who proposes to engage in an outside activity where the employee may be asked to waive the University's rights shall furnish a copy of this Article and the University's Patents, Trademarks, and Trade Secret Regulation to the outside employer prior to the time a consulting or other agreement is signed or, if there is no written agreement, before the outside activity/employment begins. Employees are not authorized to waive University rights, and any such waiver is deemed rejected unless specifically accepted by the Vice President of Research and Commercialization or designee.~~

~~(3)~~ (1) Undisclosed Outside Activity is considered unauthorized.

a. Any Invention arising from undisclosed Outside Activity must be disclosed to the Vice President of Research & Commercialization (see 18.4(e)). If the employee claims the Invention resulted from Independent Inventive Effort(s), then as part of the disclosure, the employee shall provide sufficient documentation to substantiate the claim.

b. Upon receipt of written notice from the Vice President of Research & Commercialization confirming the University's decision not to assert a University interest in an Invention resulting from unauthorized Outside Activity, the employee shall have the right to determine the disposition of such Invention, subject to third party rights, if any. However, the employee and the Vice President of Research & Commercialization may agree that a patent for such Invention will be pursued by the University; in that event, the employee and University shall share in the proceeds of any Invention as provided by this Article and any applicable University policies or procedures, including applicable University of Central Florida Research Foundation ("UCFRF") Guidelines and Procedures for Distribution of Funds or in such other manner as the employee and the Vice President of Research & Commercialization may agree.

(e) Disclosure/University Review. Employees are required to disclose all Inventions owned by the resulting from University-Supported Efforts and all Inventions resulting from any Outside Activity within the field or discipline (field) of the inventing employee. It is the policy of the University that, in general, research results should be publishable; publication of such results in appropriate venues is encouraged. However, if the publication of research results may reveal an Invention in which the University has an interest, employees should seek advice on how and when to publish the results in order that potential patent rights for the Invention are not compromised. That is, upon the making of an Invention and prior to any publication or public disclosure, employees shall promptly and fully disclose to the Vice President of Research & Commercialization any Invention described in 18.4(b). Any delay in publication resulting from seeking such advice shall be minimized, but in any event shall not exceed 420~~ninety~~ days from the date of presentation of the proposed publication.

(1) The disclosure shall be made on the forms and according to procedures prescribed by the Vice President of Research & Commercialization. At a minimum the disclosure shall: (1) identify each employee, (2) provide a brief description of the Invention, and (3) identify and summarize the research project including the participants and applicable funding sources

Attachment A

(2) The Vice President for Research & Commercialization shall conduct an investigation to assess the patentability and marketability, as well as the respective equities of the employee and the University in the Invention, and to determine the extent to which the University should be involved in its protection, development, and promotion.

(3) The Vice President for Research and Commercialization shall inform the employee of the University's decision regarding the University's interest in the Invention within a reasonable time, not to exceed ~~120~~ninety days from the date of the disclosure.

(4) In the event the University elects to obtain a Patent, register a Trademark or a Copyright, or to formally define a Trade Secret to protect the University's rights in the Invention, employees will execute any and all necessary documents to affirm, publicly formalize, and record the transfer of all rights to the University or to UCFRF. UCFRF is required to comply with the same policies and procedures regarding allocation of proceeds/royalties as the University.

(5) In the event the University asserts its rights in the Invention, all costs and expense of patenting, developing, and marketing the Invention and related activities, including those which may lead to active licensing of the Invention, shall be paid by the University.

(6) The division, between the University and the employee, of proceeds generated by the licensing or assignment of an Invention shall be negotiated and reflected in a written contract between the University and the employee and/or as set forth in the University's policy on copyrights and patents, including the applicable UCFRF Guidelines. All such agreements shall comport with and satisfy any preexisting terms or commitments to outside sponsoring contractors.

(7) The employee shall not commit any act that would tend to defeat the University's interest in the matter, and the University shall take any necessary steps to protect such interest.

(f) Release of Rights.

(1) In the event a sponsored research contractor has been offered the option to apply for the patent to an Invention or other rights in an Invention, the University will obtain the contractor's decision regarding the exercise of such rights within ~~120~~ninety days, or within the time provided in the sponsored research agreement.

(2) Prior to making a patent application, at any stage of the patent process, or in the commercial application of an Invention, if the University has not otherwise assigned to a third party the right to pursue its interests, the ~~president or president's~~University's representative may elect to waive the University's rights to the patent, or withdraw from further involvement in the protection or commercial application of the Invention. At the request of the employee in such case, the University shall transfer the Invention rights to the employee. ~~The, subject to third party rights, if applicable. After ownership transfer to an employee, the~~ Invention shall be the employee's property and any costs already incurred by the University or on its behalf shall not be assessed against the employee.

(3) All assignments or releases of Inventions, including patent rights, by the ~~president or president's~~University's representative to the employee shall contain the provision that such Invention, if patented by the employee, shall be available royalty-free for governmental purposes of the State of Florida and research or instructional purposes of the University, unless otherwise agreed in writing by the University.

(g) University Policy.

(1) The University shall have a policy addressing the division of proceeds between the employee and the University. See Business Manual, Ch. III(A), at www.research.ucf.edu/ResearchFoundation/FoundationTools.html

(2) Such policy may be the subject of consultation meetings pursuant to the Consultation Article-2.

ARTICLE 23

SALARIES (changes proposed for TA on March 19, 2020, with an expected ratification date: April 23, 2020)

Attachment A

23.1 Promotion Increases.

(a) Promotion salary increases shall be granted on August 8 following that promotion in an amount equal to 9.0% of the employee's salary as of August 7 in recognition of promotion to one of the following ranks: Associate Professor, Associate Instructor, Associate Lecturer, Associate Scholar/Scientist/Engineer, Associate in _____, Associate Instructional Designer, and Associate University Librarian.

(b) Following ratification of this document, future promotion salary increases shall be granted on August 8 following that promotion in an amount equal to 10.0% of the employee's salary as of August 7 in recognition of promotion to one of the following ranks: Professor, Senior Instructor, Senior Lecturer, Scholar/Scientist/Engineer, University Librarian, and Senior Instructional Designer.

23.2 Legislatively Mandated Increases. Any legislatively mandated increases shall be implemented as soon as practicable.

23.3 Other Increases.

(a) Across-the Board Salary Increases. Effective August 23, 2019 for the 2018-2019 (distributed on pay date 9/13/2019) year, each eligible employee shall receive a two percent (2.0%) increase to the employee's base salary. This increase will be calculated using the employee's salary as of August 23, 2019. An employee shall be eligible if the employee's most recent annual evaluation, if provided, was Satisfactory or above; the employee was in an employment relationship (not OPS) with the University prior to January 11, 2019; and the employee remains in a continual employment relationship at the date of implementation. Employees employed in 2017-18 that meet the above qualifications and were not evaluated shall be provided with an evaluation for the period and shall be eligible for the increase.

(b) One-time payment. In addition to the across-the board increases taking effect on May 10, 2019, (distributed on pay date 5/10/2019), all employees eligible for that increase shall receive a one-time payment of \$2,250.00.

(c) Across-the Board Salary Increases. Effective September 20, 2019 for the 2019-2020 (distributed on pay date 10/11/2019) year, each eligible employee shall receive a one and a quarter percent (1.25%) increase to the employee's base salary. This increase will be calculated using the employee's salary as of September 20, 2019. An employee shall be eligible if the employee's most recent annual evaluation, if provided, was Satisfactory or above; the employee was in an employment relationship (not OPS) with the University prior to May 7, 2019; and the employee remains in a continual employment relationship at the date of implementation. Employees employed in 2018-19 that meet the above qualifications and were not evaluated shall be provided with an evaluation for the period and shall be eligible for the increase.

~~(d) Contingent Funding Availability for Across-the Board Salary Increase for 2019-2020. An additional ATB increase of one and a quarter percent (1.25%) to an employee's base salary for 2019-2020 shall be contingent upon the University's receiving sufficient new recurring legislative or performance funding to fund the salary increase for the 2019-2020 budget year. For base increases, the annual funding must be from new recurring funds able to be expended on faculty salaries in excess of the prior year's base funding. If insufficient funding is received, this section [Article 23.3d] shall become void and re-opened for negotiations by the parties on August 16, 2019. Should the funds meet the contingency language, effective September 20, 2019 for the 2019-2020 (distributed on pay date 10/11/2019) year, each eligible employee shall receive a one and a quarter percent (1.25%) increase to the employee's base salary. This increase will be calculated using the employee's salary as of September 20, 2019. An employee shall be eligible if the employee's most recent annual evaluation, if provided, was Satisfactory or above; the employee was in an employment relationship (not OPS) with the University prior to May 7, 2019; and the employee remains in a continual employment relationship at the date of implementation. Employees employed in 2017-18 that meet the above qualifications and were not evaluated shall be provided with an evaluation for the period and shall be eligible for the increase.~~

(d) For the 2019-2020 year, the Board of Trustees shall provide a \$1000 one-time payment to each eligible employee who was in a continual employment relationship with the University prior to May 7, 2019, who remains in a continual employment relationship at the date of implementation, and whose most recent evaluation, if provided, was Satisfactory or above. This one-time payment will be distributed on the November 22, 2019, pay date.

Attachment A

(e) Merit Salary Increases. No merit salary increases will be distributed this cycle.

23.4 Annual Incentive Award Programs. Incentive Award Programs recognize and promote employee excellence and productivity that respond to and support the mission of the University of Central Florida, including its strategic initiatives and five key goals. The provost or his or her designee shall give final approval for awards to successful faculty.

Each year, the University shall make available to eligible employees 115 Incentive Awards. The awards shall be distributed to awardees in the next award cycle after ratification of this document as set forth below. Regardless of contract length (9 months through 12 months), award recipients shall receive a one-time award of \$5,000 as soon as practicable and a \$5,000 increase to their salary effective at the beginning of the succeeding academic year. Employees on visiting and other temporary appointments are not eligible for incentive awards. Employees on non-E&G funding will be eligible for the increase depending on availability of funds. All full-time employees in the appropriate discipline with at least four years of continuous, non-OPS service at UCF immediately prior to the current year are eligible.

(a) UCF-Teaching Incentive Program. The UCF-Teaching Incentive Program (“UCF-TIP”) rewards teaching productivity and excellence. Each academic year the University shall make available up to fifty-five UCF-TIP awards to eligible employees. The UCF-TIP award recognizes employee contributions to UCF’s key goals of offering the best undergraduate education available in Florida and achieving international prominence in key programs of graduate study. Employees applying for TIPs must meet current productivity criteria.

(b) UCF-Research Incentive Award Program. The UCF-Research Incentive Award (“UCF-RIA”) program recognizes outstanding research, scholarly, or creative activity that advances the body of knowledge in a particular field, including interdisciplinary research and collaborations. Each academic year the University shall make available up to fifty-five UCF-RIA awards to eligible employees. The UCF-RIA award recognizes employee contributions to UCF’s key goal of achieving international prominence in research and creative activities.

(c) Scholarship of Teaching and Learning Awards (~~SoTLs~~; SoTLs). SoTLs recognize discovery, reflection, and using evidence-based methods to research effective teaching and student learning. While the implementation of SoTL outcomes may result in teaching excellence and increased teaching effectiveness, this award recognizes scholarly efforts beyond teaching excellence. The University shall make available up to five SoTL awards.

(d) Applications for Incentive Awards. Applications shall be completed on-line. These awards shall be made according to the criteria or procedures listed on the Faculty Excellence website.

(e) Incentive Award Selection.

(1) TIPs/RIAs. College or unit committees for the TIP and RIA award programs shall be elected by and from the unit employees. The committees shall equitably represent the departments or units within them. Employees who plan to apply in the current cycle for a particular award shall not be eligible to serve on the committee. A committee chairperson for each incentive award program shall be elected by and from the college/unit committee. The chairperson shall charge the committee that members shall only consider the merits of the application. No additional outside information or discussion of position, e.g., instructor vs. tenure track employee, past awards, current salary, etc., may be considered, nor may additional criteria be used. The committee shall review the award applications and shall submit a ranked list of recommended employees to the dean or dean’s representative. In ranking the applicants, committee members shall only consider the merits of the application.

a. Each committee member shall review all applications and transmit a preliminary ranking to the committee chair. Committee members may rank as many applicants as they deem merit the award, with the highest rank given to the top candidate (i.e., the highest rank equals the number of applicants, N), the next highest rank being N-1, and so on. Applications that are not deemed acceptable for an award by a committee member shall be left unranked in that committee member’s rankings.

b. In larger colleges or units, subcommittees may be formed from the committee at-large in the interest of efficient evaluation of the incentive award applications. Each subcommittee must include at least three members, and every member of the committee at-large must

Attachment A

serve on a subcommittee. The applications to be reviewed shall be equitably partitioned among the subcommittees. The subcommittees shall follow the ranking procedure outlined above to determine which applications they recommend to the committee at-large. Then the committee at-large shall be convened to review the applications recommended by the subcommittees.

c. The committee chair shall convene the committee (at-large) and review their initial rankings. Discussion shall be limited to information contained in the application and may focus on applicants with few or dispersed rankings.

d. Following this discussion, the committee shall use a secret ballot to rank candidates using the procedure outlined in (a) above.

e. A majority of voting committee members present must rank an applicant for that employee to be eligible for an incentive award.

f. The applicant with the highest mean rank (i.e., the sum of the applicant's rankings divided by the number of committee members present) shall have the highest priority for an incentive award, the applicant with the next highest mean rank the next highest priority, and so on, until all applicants who received rankings by a majority of committee members present are ranked in order.

g. In the case of a tied rank for the final available award, the procedure outlined in (a) above, with T being the highest possible rank, shall be used to break the ties. The ranking process outlined in (a) above shall be used as many times in succession as necessary until all such ties are resolved and a final ranked list is complete.

h. The committee chair shall transmit this ranked list to the dean or dean's representative, or unit head who reviews and approves the awards. If the selection committee awards fewer than the number of awards available or if the dean or unit head does not approve an award from the list submitted by the selection committee, then the award(s) shall be retained in the same college or unit for one additional cycle before it is returned to the overall pool for apportionment.

i. For purposes of TIP/RIA selection as stated above, "college" shall also include the group of employees whose primary assignment is in the College of Undergraduate Studies, the College of Graduate Studies, an institute or center. These employees shall be grouped together for purposes of calculating the number of awards available for each award category. The college committee shall consist of a member from each of the units represented.

23.5 Excellence Awards. The University shall implement the merit-based bonuses set forth below to recognize and promote employee excellence and productivity that respond to and support the mission of the University of Central Florida.

(a) Trustee Chair Professorship. The UCF Trustee Chair Professorship is a multi-year appointment awarded to employees with an extraordinary record of accomplishment in the three primary areas of academic endeavor: teaching, research and service. The objective of this appointment is to recognize and celebrate outstanding performance with a title and resources commensurate with accomplishment.

(1) Award recipients shall receive an annual budget of \$50,000 funded by the University. Up to \$25,000 can be used as a salary supplement. These chairs have a five-year appointment.

(2) Each academic year, the University may award Trustee Chair Professorships.

(3) The eligibility criteria for an applicant is holding the rank of tenured professor; the applicant must be recognized as a "foremost scholar" in his or her chosen area of expertise, meaning known as a preeminent scholar in his or her discipline; and have a positive impact to other scholars at UCF. Applications will be reviewed by a committee consisting of one Trustee Chair, one Pegasus Professor, the Chair of the Faculty Senate, and the Vice Provost for Faculty Excellence. An employee who holds the rank of full professor shall be appointed by the UCF-UFF Chapter President to serve as an ex officio member of the committee, and shall not have a voting role except in the case of breaking any tie votes. The President and Provost or designee will make the final appointment.

(b) Pegasus Professor. The Pegasus Professor award recognizes excellence in the three primary areas of academic endeavor: teaching, research and service.

(1) Award recipients shall receive a one-time payment of \$5,000 as well as a Pegasus statue.

(2) Each academic year, the University may award Pegasus Professor awards.

Attachment A

(3) The eligibility criteria is having completed five years at the rank of tenured professor at UCF; having achieved excellence in teaching, research and/or creative activity; and demonstrable service and scope of national and international impact. The awards are ultimately determined by the President or designee.

(c) Excellence Awards. All full-time employees in the appropriate discipline with at least three years of continuous non-visiting, non-OPS service at UCF immediately prior to the current year are eligible, except for employees who have received a college or university excellence award in the past three academic years in the category for which they are applying. For some Excellence awards, additional eligibility criteria are specified below. Award recipients shall receive a one-time payment of \$2,000. Each academic year, the University shall award Excellence in Undergraduate Teaching awards, one University Award for Excellence in Undergraduate Teaching, Excellence in Graduate Teaching awards, one University Award for Excellence in Graduate Teaching, one University Award for Excellence in Faculty Academic Advising, Excellence in Research awards, one University Distinguished Research award, one University Award for Excellence in Professional Service, one Excellence in Librarianship award, and one Excellence in Instructional Design award.

(1) Excellence in Undergraduate Teaching awards.

a. Eligibility. Employees must be assigned to teach at least two undergraduate courses in the current academic year and to have taught at least six undergraduate courses over the preceding three academic years.

b. The criteria for evaluating applicants' files shall include three major categories:

1. Innovations to improve undergraduate teaching;
2. Undergraduate teaching accomplishments/honors;
3. Evidence of impact on undergraduate teaching.

(2) Excellence in Graduate Teaching Awards.

a. Eligibility. Employees must have contributed significantly to graduate education, including substantial teaching of graduate courses (including thesis and dissertation courses) over the current academic year and the three preceding academic years.

b. The criteria for evaluating applicants' files shall include three major categories:

1. Innovations to improve graduate teaching;
2. Graduate Teaching Accomplishments/honors;
3. Evidence of impact on graduate teaching.

(3) Excellence in Research Awards

a. Eligibility. Employees must have an assignment of at least 0.10 FTE in research over each of the three immediately preceding years and the current year at UCF.

b. The criteria for evaluating applicants' files shall include three major categories.

1. cumulative value and impact of research efforts at UCF within the discipline and to society;
2. Recognition of research impact by the individual's peers in the same or in related disciplines;
3. Publication/dissemination and presentation of research results.

(4) Excellence in Faculty Academic Advising.

a. Eligibility. All employees who currently advise and who have advised undergraduate students over the preceding three academic years are eligible.

b. The criteria for evaluating applicants' files shall include three major categories:

1. Evidence of extra effort to improve advising;
2. Evidence that students have been sensitively and appropriately informed and guided concerning career choices and academic opportunities;
3. Evidence that the nominee serves as a role model in the pursuit of learning.

Attachment A

~~(5) University Award for Excellence in Professional Academic Advising.~~

~~a. Eligibility. Employees who have a current full-time assignment and full-time experience for the preceding three years at UCF in an academic advising unit within a college, regional campus, institute, center or the Division of Student Development and Enrollment Services are eligible. Employees with regular teaching assignments are eligible for other advising awards and are not eligible for the Professional Academic Advising.~~

~~b. The criteria for evaluating applicants' file shall include three major categories:~~

~~1. Evidence of success in retaining students;~~

~~2. Evidence of guiding students to timely completion of their degrees;~~

~~3. Creating a caring and supportive environment, and helping students realize their potential.~~

~~(6)5) University Awards for Excellence in Professional Service.~~

a. Eligibility. Employees who are assigned an FTE of 0.10 for professional service duties over the current year and for each of the three preceding academic years are eligible.

b. The criteria for evaluating applicants' files shall include three major categories:

1. Evidence of effectiveness in service to the university by highlighting leadership contributions;

2. Evidence of significant accomplishment in professional organizations in the nominee's discipline;

3. Evidence of recognition for outreach activities, service, and leadership contributions to community organizations.

~~(7)6) Excellence in Librarianship.~~

a. Eligibility. Employees who have served at UCF as a librarian on a permanent line for the current year and at least the three years immediately preceding the current year are eligible.

b. The criteria for evaluating applicant's files shall include two major categories:

1. Evidence of extra effort to improve library services and collections;

2. Evidence of a sustained period of excellence in the library profession.

~~(8)7) Excellence in Instructional Design.~~

a. Eligibility. Must be an instructional designer on a non-visiting, non-OPS 12-month contract at the time of nomination and over the three preceding academic years.

b. The criteria for evaluating applicant's files shall include two major categories:

1. Innovative contributions to UCF and/or the ID field;

2. Evidence of outstanding effort to promote quality of online instruction and improve relationships with faculty members at

UCF.

~~(9) Excellence in English Language Institute Instruction.~~

~~a. Eligibility. Must have a full-time, non-visiting, non-OPS appointment at ELI for the current academic year and for the three preceding academic years.~~

~~b. The criteria for evaluating applicant's files shall include three major categories:~~

~~1. Evidence of innovative contributions to UCF or the ELI field;~~

~~2. Evidence of extra effort to improve ELI success;~~

~~3. Evidence of a sustained period of excellence in ELI.~~

~~(10)8) Recommendations for these awards are made by various committees and are ultimately determined by the president or designee.~~

23.6 Salary Increases for Employees Funded by Contracts and Grants.

Attachment A

(a) Employees on contracts or grants shall receive salary increases equivalent to similar employees on Education and General (E&G) funding, provided that such salary increases are permitted by the terms of the contract or grant and adequate funds are available for this purpose in the contract or grant. In the event such salary increases are not permitted by the terms of the contract or grant, or in the event adequate funds are not provided, the University's representative shall seek to have the contract or grant modified to permit or fund such increases.

(b) Nothing contained herein shall prevent employees whose salaries are funded by grant agencies from being allotted raises higher than those provided in this Agreement if such increases are provided by the granting agency.

23.7 Administrative Discretion Increases. From the date of ratification of this document, through August 31, 2021, the University may provide Administrative Discretion Increases up to one and one-half percent (1.5%) of the total salary rate of employees who were in an employment relationship with the University on May 7, 2018. Any Administrative Discretion Increase provided to contract and grant (C&G) employees, any court-ordered or court-approved salary increase, any prevailing wage adjustment for the purpose of qualifying for immigration status, or any salary increase to settle a legitimate, broad-based employment dispute shall not be subject to the terms and limitations of this Section.

(a) The University may provide Administrative Discretion Increases for verified written offers of outside employment, special achievements, merit, compression and inversion, equity and market equity considerations, and similar special situations to employees in the bargaining unit.

(b) Administrative Discretionary Increases for verified written offers of outside employment shall not contribute to the calculation of the salary rate.

(c) UFF Notification. At least 14 days prior to the effective date of any such increase, the University shall provide to the UFF a written notification of the increase which states the name of the employee, the rank and discipline of the employee, the amount of the increase, and the reason for the increase.

(d) The University's ability to provide Administrative Discretion Increases shall expire August 31, 2021, and shall not become part of the status quo.

23.8 Report to Employees. All employees shall receive notice of their salary increases prior to implementation.

23.9 Type of Payment for Assigned Duties.

(a) Duties and responsibilities assigned by the University to an employee that do not exceed the available established FTE for the position shall be compensated through the payment of salary, not Other Personal Services (OPS) wages.

(b) Duties and responsibilities assigned by the University to an employee that are in addition to the available established FTE for the position shall be compensated through OPS wages, not salary.

23.10 Twelve-Month Payment Option. The parties agree that a twelve-month payment option for 9-month employees shall be offered each year during an annual open enrollment period from April 1 to June 30. If chosen by the employee, this payment option shall become effective for one year starting with the first full pay period beginning after August 8. The plan shall allow for employees to select a fixed savings amount to be deducted from each of the nineteen full bi-weekly paychecks received during the Fall and Spring semesters with a change in that amount to account for those paychecks from which double premiums are deducted. The total savings shall be returned to the employee in equal amounts for the five full bi-weekly paychecks received during the Summer. The University shall provide an online calculator to assist the employee in determining a savings amount and fixed reduction amount that will allow the employee's net paychecks to

Attachment A

remain approximately constant. Pay received for supplemental summer assignments shall be unaffected by this plan. This pay plan is subject to tax limitations.

23.11 Administrative Salary Stipends. A temporary salary increase that is provided to an employee as compensation for performing a specific, titled administrative function shall be permitted under this agreement as an Administrative Salary Stipend. At least 14 days prior to the effective date of any Administrative Salary Stipend, the University shall provide UFF a written notification of the stipend which states the name of the employee, the rank and discipline of the employee, the amount of the stipend, and the reason for the stipend. If all or part of the stipend is later added to the employee's salary, the amount so converted shall be treated as an Administrative Discretion Increase during the year in which the conversion takes place and shall be subject to limitations of that section.

23.12 Salary Rate Calculation and Payment. The biweekly salary rate of employees serving on twelve-month appointments shall be calculated by dividing the salary rate by 26.1 pay periods.

23.14 Compensation currency. The university receives its budget and disburses monies in U.S. dollars.

ITEM: CL-2

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Termination of Performance Unit Plan Incentive Awards

Background:

On February 20, 2020, the University of Central Florida Board of Trustees terminated the Performance Unit Plan for the President and Other Senior Officers and eliminated the incentive awards for the 2015-18 cycle. In its decision, the Board cited its authority under the Plan Document to reduce, modify, suspend or eliminate incentive awards for any Performance Periods, when in the discretion of the Board, prudence deems such action appropriate, and particularly upon determination of an adverse financial situation impinging upon the university. The adverse financial situation cited is ongoing.

Issues to be Considered:

Whether or not to eliminate all future incentive awards, particularly the 2016-19 and 2017-20 Performance Unit Plan cycles.

Alternatives to Decision:

Reduce, modify, suspend, or pay incentive awards for the 2016-19 and/or 2017-20 Performance Unit Plan cycles.

Fiscal Impact and Source of Funding:

Elimination of the incentive award for each cycle has an estimated projected cost savings value of between \$178,000 and \$376,000 annually based on the five year average.

Recommended Action:

Eliminate all future incentive awards of the Performance Unit Plan based upon a finding of "Adverse Financial Conditions" as defined in the plan.

Authority for Board of Trustees Action:

Florida Board of Governors Regulation 1.001(5)(a)

Contract Reviewed/Approved by General Counsel:

NA

Committee Chair or Chair of the Board approval:

Committee Chair John Sprouls has approved adding this item to the agenda.

Submitted by:

Maureen Binder, Associate Vice President and Chief HR Officer

Supporting Documentation:

Attachment A: 2016 – 2019 Performance Unit Plan Payments

Attachment B: 2017 – 2020 Performance Unit Plan Payments

Facilitators/Presenters:

Maureen Binder

Attachment A

University of Central Florida

Performance Unit Plan Awards for 2016-19

Name	Position	Base Salary	2013-16	2014-17	2015-18	Proposed Units for 2016-19					
						2016-19	Incr #	Incr %	Min	2016-19 Target	Max
Whittaker, Dale	Provost and Executive Vice President, Academic Affairs	\$412,080	0	530	560	577	17	3%	\$14,423	\$57,691	\$86,537
German, Deborah	VP and Dean, Medical Affairs	\$576,912	700	740	780	808	28	4%	\$20,192	\$80,768	\$121,152
Klonoff, Elizabeth	VP, Research, and Dean of Graduate Studies	\$260,000	0	0	0	364	0	0%	\$9,100	\$36,400	\$54,600
Merck, William	VP, Administration and Finance	\$334,815	370	410	460	469	9	2%	\$11,719	\$46,874	\$70,311
Morseberger, Michael	VP, Development and Alumni Relations	\$437,835	0	0	600	613	13	2%	\$15,324	\$61,297	\$91,945
Cole, Scott	VP and General Counsel	\$288,456	330	380	390	404	14	4%	\$10,096	\$40,384	\$60,576
Heston, Grant	VP, Communications and Marketing	\$231,795	0	300	320	325	5	1%	\$8,113	\$32,451	\$48,677
Holsenbeck, Daniel	Senior VP, University Relations	\$247,248	280	310	340	346	6	2%	\$8,654	\$34,615	\$51,922
Ehasz, Maribeth	VP, Student Development and Enrollment Services	\$257,550	280	320	350	361	11	3%	\$9,014	\$36,057	\$54,086
Schell, Rick	VP and Executive Chief of Staff, Office of the President	\$236,946	270	300	320	332	12	4%	\$8,293	\$33,172	\$49,759
Donegan, Helen	VP Emerita, Community Relations	\$180,285	220	230	250	252	2	1%	\$6,310	\$25,240	\$37,860
Hartman, Joel	VP, Information Technologies and Resources	\$312,090	0	0	420	437	17	4%	\$10,923	\$43,693	\$65,539
	SubTotal	\$3,776,012	2,450	3,520	4,790	5,286	1,270		\$119,750	\$479,000	\$718,500
Hitt, John ^{1,2}	President	\$606,876	2,550	2,630	2,788						
	Total	\$4,382,888	5,000	6,150	7,578	5,286	1,270		\$ 119,750	\$ 479,000	\$ 718,500

¹ includes 20% deferred salary supplement² President Hitt's units to be determined by the Compensation and Labor Committee

Attachment B

University of Central Florida

Performance Unit Plan Awards for 2017-20

Name	Position	Base Salary	2014-17	2015-18	2016-19	Proposed Units for 2017-20					
						2017-20	Incr #	Incr %	Min	Target	Max
Whittaker, Dale	Provost and Executive Vice President, Academic Affairs	\$421,352	530	560	577	589	12	2%	\$14,714	\$58,854	\$88,281
German, Deborah	VP and Dean, Medical Affairs	\$589,893	740	780	808	824	16	2%	\$20,604	\$82,416	\$123,624
Klonoff, Elizabeth	VP, Research, and Dean of Graduate Studies	\$265,850	0	0	364	371	7	2%	\$9,282	\$37,128	\$55,692
Merck, William	VP, Administration and Finance	\$342,348	410	460	469	478	9	2%	\$11,960	\$47,838	\$71,757
Morseberger, Michael	VP, Development and Alumni Relations	\$447,686	0	600	613	625	12	2%	\$15,632	\$62,526	\$93,789
Cole, Scott	VP and General Counsel	\$294,946	380	390	404	412	8	2%	\$10,302	\$41,208	\$61,812
Heston, Grant	VP, Communications and Marketing	\$236,842	300	320	325	332	7	2%	\$8,288	\$33,150	\$49,725
Holsenbeck, Daniel	Senior VP, University Relations	\$252,811	310	340	346	353	7	2%	\$8,823	\$35,292	\$52,938
Ehasz, Maribeth	VP, Student Development and Enrollment Services	\$263,345	320	350	361	368	7	2%	\$9,206	\$36,822	\$55,233
Schell, Rick	VP and Executive Chief of Staff, Office of the President	\$242,277	300	320	332	339	7	2%	\$8,466	\$33,864	\$50,796
Hartman, Joel	VP, Information Technologies and Resources	\$319,112	0	420	437	446	9	2%	\$11,144	\$44,574	\$66,861
	SubTotal	\$3,676,462	3,290	4,540	5,036	5,137	101		\$128,418	\$513,672	\$770,508
Hitt, John ¹	President	\$606,876	2,630	2,788	2,940	3,028	88	3%	\$75,705	\$302,820	\$454,230
	Total	\$4,283,338	5,920	7,328	7,824	8,165	189		\$ 204,123	\$ 816,492	\$ 1,224,738

¹ Approved by the board of trustees on October 26, 2017

UCF BOARD OF TRUSTEES

April 23, 2020

Title: Approval of UCF Health Clinical Provider and Directors Compensation Plan

Background:

UCF Health is UCF College of Medicine's ("COM") clinical faculty practice. UCF employs clinical faculty members and non-faculty clinical providers who provide clinical care across many disciplines and specialties at UCF Health and whose clinical employment directly generate revenue for the clinical faculty practice (collectively, "UCF Health Providers" or "providers"). UCF Health also employs Medical Directors who provide clinical oversight and Directors of Operations who provide administrative and operations support ("Clinic Directors"). The *UCF Health Clinical Provider and Directors Compensation Plan* (the "compensation plan") has been developed to reward UCF Health Providers and Directors for clinical and nonclinical effort and excellence in a manner that recognizes individual performance and contributions to UCF Health.

The purpose of the compensation plan is to provide fair, transparent and market-driven compensation to UCF Health Providers and Clinic Directors. Productivity and value-based targets will be utilized to align UCF Health compensation with individual performance and provide incentive compensation for high-performing UCF Health Providers and Clinic Directors who support, achieve, or maintain operational excellence. In addition, to recognize that the success of UCF Health depends also on contributions made by staff, the Compensation Plan allows to pay incentives to eligible staff of up to 20% of UCF Health's favorable budget variance.

Issues to be Considered:

The implementation of the compensation plan will enable UCF Health to attract and retain clinical talent, which in turn will drive clinical revenue. The Compensation Plan will also standardize various individual incentive compensation agreements currently in place.

The compensation plan applies only to COM employed clinical providers whose assigned job duties at UCF Health generate clinical income, to Medical Directors providing clinical oversight, and to Directors of Clinic Operations assigned to UCF Health.

The Compensation Plan was developed over many months in collaboration with a compensation workgroup that included representatives from clinical and non-clinical faculty, COM department Chairs, the UCF Health Medical Directors, COM Administration, COM Human Resources, and Finance. In addition, the Compensation Plan was shared and discussed with UCF Interim President Thad Seymour, Interim Provost Michael Johnson, Human Resources, the Office of Faculty Affairs and the Office of General Counsel. The comments and suggested revisions of these individuals and groups have been incorporated into the Compensation Plan as appropriate.

Alternatives to Decision:

The Compensation and Labor Committee can vote to not approve the compensation plan or suggest revisions.

Fiscal Impact and Source of Funding:

The compensation plan provides for multi-level incentives, which will be funded via different mechanisms, i.e.:

- Value-based incentives for current faculty will be funded by adjusting base compensation down by 3%. The goals will be to eventually reach 10% value-based incentives (in line with healthcare industry trends). UCF Health management plans to increase value-based incentives from 3% to 10% over the next 3 years through use of annual inflationary compensation adjustments. New faculty will join with 10% value based component.
- Productivity incentives are triggered by achieving a high level of productivity. UCF Health management is not budgeting for productivity above the 75th percentile, and as a consequence, productivity incentives are funded through higher productivity and self-funded through higher revenue.
- Base compensation of UCF Health Providers who do not meet established productivity targets may be adjusted downward every 6 months in accordance with formulas provided for by the compensation plan. This will ensure that compensation is fair and aligns with productivity.
- Administrative incentives for Clinic Directors will be funded by adjusting base compensation down by 10%.
- Staff incentives will be funded by outperforming budgetary targets that will result in generating additional resources.

The compensation plan also requires that UCF Health needs to meet its budgetary targets before any individual incentives may be paid out. Also, no incentive payment shall result in UCF Health not meeting its budgetary target. Finally, incentive payments depend on UCF Health (CFCPO) ability to generate positive cash flow.

Recommended Action:

Review and recommend approval by the BOT of the *UCF Health Clinical Provider and Directors Compensation Plan* and authorize UCF Health’s administrative to team take such actions as are necessary regarding implementing the plan.

Authority for Board of Trustees Action:

Compensation and Labor Committee Charter, Section 2.5

BOG Reg. 1.001(5)(a) University Board of Trustees Power and Duties (“Each board of trustees shall provide for the establishment of the personnel program for all the employees of the university... which may include but is not limited to: compensation ...”).

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Committee Chair John Sprouls has approved adding this item to the agenda.

Submitted by:

Deborah C. German, Vice President for Health Affairs and Dean, College of Medicine

Supporting Documentation:

Attachment A: Executive Summary: UCF Health Clinical Provider and Directors Compensation Plan

Attachment B: UCF Health Clinical Provider and Directors Compensation Plan (Detail)

Attachment C: Executive Summary: UCF Health Clinical Provider and Directors Compensation Plan Presentation

Attachment D: UCF Health Clinical Provider and Directors Compensation Plan Presentation (full presentation)

Facilitators/Presenters:

Deborah C. German, Vice President for Health Affairs, and Dean, College of Medicine

Danny Cavallo, Associate Vice President of Administration and Finance, Chief Financial Officer, College of Medicine

Attachment A



UCF HEALTH CLINICAL PROVIDER AND DIRECTORS COMPENSATION PLAN

Question 1: Why are we implementing a UCF Health compensation plan? Why is it a good idea?

Answer: It is not unusual at all to have an incentive plan for healthcare providers. Actually, it is very common and many faculty practices have an incentive plan. This includes for example the University of Florida College of Medicine and University of South Florida Health Care Enterprise.

The compensation plan serves multiple purposes, incl.

- Provides standardized principles outlining who is eligible and when incentives can be earned. Today, we have one-off, nonstandard, legacy incentive arrangements with providers. The plan establishes standard guidelines applicable to all providers that qualify.
- In addition to productivity incentives, the plan establishes incentives for value-based care. It is crucial to have the ability to incentivize value-based care, or hold-back compensation if value-based care is not met. The focus in healthcare industry is increasingly on value-based care and payers may also reimburse based on value-based care. As such, it may be used to tie payer reimbursement requirements to compensation levels of the provider.
- It provides an “incentive” to be more productive, knowing that it may lead to additional compensation. Being more productive would lead to a win-win situation. It would provide additional incentives for highly productive providers and it would provide additional financial resources for the practice.

In addition, we just recently established higher productivity targets for UCF Health providers (75th %tile for the majority of providers, which is high). The plan will provide additional motivation to achieve the higher

Attachment A

targets.

- The plan is also a compliance tool. Productivity and compensation need to be reasonably aligned compared to benchmarks. The compensation plan insures that this is the case, both ways. It allows to provide additional compensation for highly productive provider (ensuring alignment, i.e. providers with higher productivity earn higher compensation) and it allows to adjust compensation down if targets are not met (ensuring alignment, i.e. non-productive providers earn less). It is very important to outline that it provides a tool to adjust compensation down which today is not possible.
- It is a retention tool. Providers that are highly productive have expectations as it relates to their compensation. If we cannot meet those expectations, they would and can leave. Which we have examples in our own small faculty practice. Most of our providers would be very welcome at any other faculty practice plan. We don't want our most productive providers to leave.
- The plan establishes compensation criteria based on national best-practice (benchmarks). As such it is market-driven, transparent, and equitable.

Question 2: What is the economic impact (fiscal impact and source of funding)?

Answer: The compensation plan provides for multi-level incentives, which will be funded via different mechanisms, i.e.:

- Value-based incentives for current faculty will be funded by adjusting base compensation down by 3%, thus it will come from their existing salary which will be placed at risk. The goals will be to eventually reach 10% value-based incentives (in line with healthcare industry trends). UCF Health management plans to increase value-based incentives from 3% to 10% over the next 3 years through use of annual inflationary compensation adjustments. New faculty will join with 10% value based component.
- Productivity incentives are triggered by achieving a high level of productivity, thus source of funding will be increased revenue. Only after we have met and exceeded our existing targets will this incentive be paid

Attachment A

and it will be a small portion of the additional revenue that we have gained as a result of the incentive program.

- Base compensation of UCF Health Providers who do not meet established productivity targets may be adjusted downward every 6 months in accordance with formulas provided for by the compensation plan. This will ensure that compensation is fair and aligns with productivity.
- Administrative incentives for Clinic Directors will be funded by adjusting base compensation down by 10%, thus it will come from their existing salary which will be placed at risk.
- Staff incentives will be funded by outperforming budgetary targets that will result in generating additional resources.

The compensation plan also requires that UCF Health needs to meet its budgetary targets before any individual incentives may be paid out. Also, no incentive payment shall result in UCF Health not meeting its budgetary target. Finally, incentive payments depend on UCF Health (CFCPO) ability to generate positive cash flow.

Attachment B



COLLEGE OF MEDICINE PRACTICE

DRAFT 04-06-2020

UCF HEALTH CLINICAL PROVIDER AND DIRECTORS COMPENSATION PLAN¹

Introduction

UCF Health is the University of Central Florida (“UCF”) College of Medicine’s (“COM”) clinical faculty practice. UCF employs clinical faculty members and non-faculty clinical providers who provide clinical care across many disciplines and specialties at UCF Health and whose clinical employment directly generate revenue for the clinical faculty practice (collectively, “UCF Health Providers” or “providers”). UCF Health also employs Medical Directors who provide clinical oversight and Directors of Operations who provide administrative and operations support (“Clinic Directors”). The *UCF Health Clinical Provider and Directors Compensation Plan* (the “compensation plan”) is to reward UCF Health Providers and Directors for clinical and nonclinical effort and excellence in a manner that recognizes individual performance and contributions to UCF Health.

Purpose

The purpose of the compensation plan is to provide fair, transparent and market-driven compensation to UCF Health Providers and Clinic Directors. Productivity and value-based targets will be utilized to align UCF Health compensation and provide incentive compensation for high-performing UCF Health Providers and Clinic Directors who support, achieve, or maintain operational excellence.

Scope and Eligibility

The compensation plan applies only to COM employed clinical providers whose assigned job duties at UCF Health generate clinical income, to Medical Directors providing clinical oversight, and to Directors of Clinic Operations assigned to UCF Health. Newly hired UCF Health Providers will participate in the compensation plan after a ramp up period during which they receive a guaranteed salary.

UCF Health Providers with at least 10% clinical effort will participate in value-based compensation under the compensation plan, and providers with at least 40% clinical effort are eligible for productivity incentive

¹ This plan does not constitute an agreement between the University of Central Florida (“UCF”) and any UCF Health Provider. Obligations on the part of UCF, COM and/or any UCF Health Provider or Staff shall only arise out of definitive written agreements.

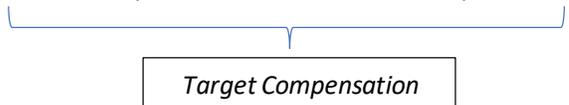
Attachment B

compensation. When UCF Health outperforms budgetary targets, as much as 20% of the favorable variance can be used to pay additional incentives for eligible UCF Health employees.

Compensation Components and Benchmarks

Compensation is the amount of money, not including benefits, paid to UCF Health Providers or Clinic Directors for performing assigned job duties. Total Compensation is comprised of three components: base compensation, value-based compensation and productivity incentive compensation. Base compensation and value-based compensation comprise Target Compensation, which is established based on nationally recognized benchmarks, and may be adjusted at the beginning of each fiscal year in order to ensure reasonable alignment between compensation and budgeted productivity targets. Reasonable alignment is assumed if compensation and productivity targets are within 25 percentile points of the applicable compensation and productivity benchmark. Compensation shall not be below the 50th percentile if productivity is at or above the 75th percentile.

Total Compensation = Base Compensation + Value-based Compensation + Productivity Incentive



Base Compensation accounts for 97% of Target Compensation. This percentage may be adjusted annually, however, base compensation cannot be less than 90% of Target Compensation. Target Compensation represents a fair salary by discipline (i.e., specialties) with reasonable productivity expectations. Target Compensation will typically be set at around the 50th percentile of the applicable benchmark set by the Association of American Medical Colleges (AAMC) National Public Schools/Rank (a separate compensation benchmark may be used if more appropriate). Target compensation may be adjusted to meet market demands. Compensation levels of UCF Health Providers and Clinic Directors will be reviewed and evaluated on an individual basis by the provider’s Chair (if applicable), Chief Medical Officer, and COM’s Chief Financial Officer. In certain circumstances, blended AAMC benchmarks will be utilized to set Target Productivity. For example, if a UCF Health Provider patient population has significant components of different sub-specialties, a blended productivity benchmark will be applied.

Compensation benchmarks utilized by the compensation plan take into account cost of living adjustments. UCF Health Providers’ with compensation above the 60th percentile will ordinarily not be subject to university-wide across the board salary increases. Chairs of clinical departments (or direct supervisor) will have the authority at their discretion to allocate an allotted pool of cost of living adjustments, if any, to faculty and/or nurse practitioners in their departments.

Value-based Compensation accounts for 3% of the Target Compensation. Value-based Compensation is based on value-based targets, and will be paid out at least quarterly beginning in October 2020. The value-based compensation metrics take into account 3 components: schedule/bump rate; completion of medical records; and good citizenship (meeting attendance and committee participation). The metrics may be adjusted annually.

UCF Health Providers who exceed productivity targets based on wRVUs or collections will also be eligible for a Productivity Incentive. See section on Productivity Incentive.

Attachment B

Ordinarily, the total amount of Base Compensation and Value based Compensation (i.e., Target Compensation) shall not be below the 25th percentile or above the 75th percentile of the approved benchmark. Additional review and recommendation by the Compensation Committee is required if Target Compensation falls below the 25th percentile or exceeds the 75th percentile of the benchmark.

Productivity Incentive (UCF Health Providers)

Productivity Incentive compensation is available to UCF Health Providers who meet the Productivity Incentive Threshold and other criteria set forth in the compensation plan. In most cases, the Productivity Incentive Threshold is set annually at the 75th percentile of productivity of a nationally recognized benchmark, and documented in the annually updated provider profile document. In certain circumstances, blended productivity benchmarks will be utilized to set Target Productivity. For example, if a UCF Health Provider patient population has significant components of different sub-specialties, a blended productivity benchmark will be applied. Providers with rank-adjusted compensation above the 75th percentile can participate in the productivity incentive plan after reaching 90th percentile productivity.

Productivity Incentive compensation is calculated utilizing a wRVU methodology. In some cases, one of two alternative methodologies for calculating Productivity Incentive compensation may be identified and communicated to a provider in advance of the upcoming fiscal year. The two alternative methodologies that may be utilized to calculate Productivity Incentive compensation in certain cases are: 1) a percentage of collections for collections above the productivity incentive threshold; or 2) revenue minus expenses. Ordinarily, Productivity Incentive compensation will be paid semi-annually.

Productivity Incentive pay based on wRVU (work relative value unit)

When a UCF Health Provider meets the identified Productivity Incentive Threshold, Incentive Compensation is paid at 40% of the actual payment per wRVU for the provider. The percentage paid as Productivity Incentive Compensation will be periodically reviewed and may change based on market condition and other financial considerations, as well as to ensure compensation remains in alignment with productivity.

Alternative Methodology: Incentive pay based on collection model

When a UCF Health Provider meets the Incentive Threshold and the collection model is used to calculate Incentive Compensation, Incentive Compensation is paid at 40% of actual collection. The percentage paid as Productivity Incentive Compensation will be periodically reviewed and may change based on market condition and other financial considerations, as well as to ensure compensation remains in alignment with productivity.

Alternative Methodology: Incentive pay based on revenue minus expenses

The incentive for a UCF Health Provider under the revenue minus expenses model is calculated based on the following formula: revenue (i.e. collection) generated by provider, minus faculty compensation and benefits, minus direct clinical support staff compensation and benefits, minus other reasonable direct and indirect costs, minus reasonable mission support contribution of up to 15% of collections.

Attachment B

Administrator Incentives

Clinic Directors are eligible for incentives in addition to their administrative salary. Clinic Directors are required to meet three, annually pre-defined goals, each of which will be worth 5% of compensation. The Associate Dean for Clinical Affairs is responsible for determining appropriate goals, one of which will be determined in collaboration with the providers, and one of which will address meeting budgetary targets. The goals will be clearly defined and measured every six-months.

Adjustments Related to Productivity Targets

Compensation will be reviewed every six months if productivity targets are not being met.

- For UCF Health Physician Providers, compensation may be adjusted down up to 10% of target compensation, by \$20,000, or down to 25 percentile points spread between productivity and compensation, whichever is less. This will ensure that compensation aligns reasonably with productivity. See example in Appendix B.
- For UCF Health Nurse Practitioner Provider, compensation may be adjusted down up to 5% of target compensation, by \$5,000, or down to 10 percentile points spread between productivity and compensation, whichever is less. This will ensure that compensation aligns reasonably with productivity.

The provider's Chair, the Chief Medical Officer, and the COM Chief Financial Officer, may require that a provider be compensated utilizing the revenue minus expense model, following a 3-month phase in. The revenue minus expense model is normally required if provider's base-compensation is at or below the 25th percentile due to target shortfall adjustments.

All UCF Health Providers are expected to perform at least at the 75th percentile of applicable productivity benchmarks.

New Hires

New UCF Health Providers will be provided with an offer letter setting forth, among other things, Base Compensation, Target Compensation, Target Productivity, and estimated ramp-up period. The ramp-up period should not extend beyond two years, unless unusual circumstances warrant an extension. Ramp-up periods may differ between specialties, especially between surgical/procedural and non-surgical service lines, but individual provider contracts/offer letters will define individual specifics. After the ramp-up period, new hires are subject to this compensation plan. New hires may participate in the productivity incentive plan:

- a) 12 months after end of individual ramp-up period; or
- b) before end of individual ramp-up period if standard target expectations have been met for a continuous period of 3 months. The baseline for the productivity incentive calculation will start after the 3 month period.

Attachment B

Productivity Incentive Pool Triggers

Ordinarily, to allow for any individual Productivity Incentive payout, UCFHealth needs to achieve its annual budgeted operating income/loss. When UCF Health outperforms budgetary targets, as much as 20% of the favorable variance can be used to pay additional incentives for eligible UCFHealth employees.

UCF Health may define quality measures for the clinic, in which case the incentive compensation pool will be pro-rated based on the % achieved of the quality measures.

Ordinarily, service lines with more than one provider (currently Primary Care, Rheumatology, and Dermatology) are required to achieve productivity targets as a service line (sum of individual targets) before any individual incentive payouts can occur.

Once the group productivity incentive requirements are met, incentive compensation will be paid out based on individual performance.

Annual Timeline

Pre-start Fiscal Year			
January	February	March	April
Update FTE effort for the upcoming fiscal year	Define value-based goals Define Incentive Threshold by Provider Define Administrative Goals Update provider profile	Discuss provider profile with provider	Update clinical schedule as necessary

Fiscal Year			
October/November	January/February	April/May	July/August
Review value-based goals for Q1 and payout	Review value-based goals for Q2 and payout Review productivity goals for S1 and payout * Adjust target compensation as necessary	Review value-based goals for Q3 and payout	Review value-based goals for Q4 and payout Review productivity goals for S2 and payout* Adjust target compensation as necessary

Q = Quarter

S = Semester (6-months)

* Productivity goals paid out at 75% to account for potential fluctuation. True-up happens at year end.

Attachment B

Annual Provider Profile Document

As part the yearly target setting process, an Annual Provider Profile document will developed and discussed with each provider. A sample provider profile document is contained in Appendix A. The provider profile document will include:

- COM's Mission Statement
- Effort Distribution
 - Clinical FTE
 - Administrative FTE
 - Contract FTE
 - Academic FTE
- Productivity Targets
 - Encounters Goal
 - wRVU Goal
 - Clinical Sessions per Year
 - Incentive Threshold
- Value Based Targets

Compensation Committee

A UCF Health Compensation Committee will be established, comprised initially of representatives from COM Finance, the Chief Medical Officer, the Chair of Internal Medicine, the Chair of Clinical Sciences, a representative of UCF Health Clinical Provider, COM Legal (ex-officio), a UCF representative appointment by Academic Administration (ex-officio), and the UCF Chief Financial Officer or his/her designee (ex-officio). The Compensation Committee will review UCF Provider Target Compensation when an individual provider Target Compensation falls below the 25th percentile or above the 75th percentile. In addition, the Compensation Committee will also review and sign-off on productivity incentive payouts. The Committee's role will be to provide objective guidance to the Vice President of Health Affairs with regard to the compensation plan, but the Committee will not have authority to alter the plan. The Compensation Committee or a subcommittee of the Committee, when requested by the Vice President of Health Affairs to do so, will investigate appeals or make recommendations to the Dean of the College of Medicine with regard to grievances related to the compensation plan.

Appeals and Grievances

When a UCF Health Provider disagrees with the productivity targets set for the provider or with a base pay adjustment, the provider should work diligently with his/her Chair to resolve the disagreement. In the rare event that the disagreement cannot be solved, the UCF Health Provider may appeal to the Dean. The Dean may refer the appeal to the Compensation Committee or a designee to investigate the appeal and make a recommendation to the Dean. The Dean will determine the outcome of any appeal. The appeal stops there.

Attachment B

If informal resolution of a dispute is not successful, UCF Health Faculty members may initiate a grievance in accordance with UCF Regulation 3.3036.

Funding for Compensation Plan

As part of a state-funded university, COM's ability to fund compensation under this compensation plan is contingent upon receipt of annual appropriations from the Florida Legislature and additional resources. In addition, if a Productivity Incentive Compensation payment or payments will cause UCF Health to not meet its budgetary targets, the amount of the Productivity Incentive Compensation payment(s) will be adjusted downward so that budgetary targets are met. Additionally, Productivity Incentive Compensation payment may only be paid from available cash flow.

Effective

The compensation plan becomes effective July 1, 2020.

Attachment B

Appendix A: Annual Provider Profile

UCF Health - Fiscal Year 2020 Provider Profile and Targets

Mission

The University of Central Florida College of Medicine Mission is to educate and inspire individuals to be exemplary physicians and scientists, leaders in medicine, scholars in discovery, and adopters of innovative technology to improve the health and well-being of all.

Our patient-centered mission is achieved by outstanding medical care and services, groundbreaking research, and leading edge medical and biomedical education in an environment enriched by diversity.

Vision

The University of Central Florida College of Medicine aspires to be the nation's premier 21st century college of medicine.

The UCF College of Medicine will be a national leader in education, research, and patient care, recognized for supporting and empowering its students and faculty to realize their passion for discovery, healing, health, and life, and for its ability to create partnerships to transform medical education, health care, and research.

Faculty Profile		Productivity Targets		
Faculty Name	<u>Category</u>	<u>Target</u>	<u>Actual</u>
Rank	Associate Professor of Medicine	Encounters Goal	2048	TBD
Specialty	Rheumatology	wRVU Goal	3410	TBD
Medical Director	Clinical Sessions (Year)	270	TBD
Location	Gateway 3	Incentive Threshold	N/A	
Clinical Support Staff	1.1 FTE (up to)	Incentive Value	N/A	
		Collections Goal	N/A	N/A
Effort Distribution		Value Based Targets		
Clinical FTE	60.00%	<u>Category</u>	<u>Target</u>	<u>Actual</u>
Administrative FTE	0.00%	TBD	TBD	TBD
Contract FTE	0.00%	TBD	TBD	TBD
Academic FTE	40.00%	TBD	TBD	TBD
Total FTE	100.00%			

Attachment B

Appendix B: Example of compensation adjustment calculation

Scenario 1: Specialty – Internal Medicine, Rank Assistant Professor, Current Compensation \$206K (=50th %tile), wRVU Target 5,982 (75th %tile), cFTE 1.0, actual wRVU production 5,694 (70th %tile)

Test 1: 10% = 20,600, new compensation = \$185,400

Test 2: \$20,000 adjustment, new compensation = \$186,000

Test 3: 25%tile spread, compensation = 45th %tile (70-25). New compensation \$201,000 per AAMC table.

Reduction only up to the highest adjusted new compensation, thus compensation would be \$201,000

Scenario 2: Specialty – Internal Medicine, Rank Associate Professor, Current Compensation \$252,200K (=65th %tile), wRVU Target 5,982 (75th %tile), cFTE 1.0, actual wRVU production 5,694 (70th %tile)

Test 1: 10% = 25,220, new compensation = \$226,980

Test 2: \$20,000 adjustment, new compensation = \$232,200

Test 3: 25%tile spread, compensation = 45th %tile (70-25). New compensation \$224,200 per AAMC table.

Reduction only up to the highest adjusted new compensation, thus compensation would be \$232,200

Attachment C

UCF HEALTH COMPENSATION & INCENTIVE PLAN

Executive Summary

1



Attachment C

EXECUTIVE SUMMARY

- The Plan provides:
 - a standardized methodology to incentive compensation (value based and productivity);
 - eliminates current one-off incentive arrangements;
 - uses national best practice and is based on nationally recognized benchmarks, is market-driven, transparent, and equitable;
 - is a tool to retain and attract outstanding providers and administrators;
 - aligns compensation to productivity (up or down), rewards excellence in quality and productivity;
 - maximize financial and quality performance of the practice.

Attachment C

IN A NUTSHELL

Three components to provider compensation:

1. Clinical base compensation;
2. Value based compensation;
3. Productivity incentive compensation.

Value-based compensation addresses quality of patient care and alignment with value-based payer contracts.

Productivity incentive rewards outstanding provider productivity (> 75th percentile of nationally recognized benchmark).

Attachment C

Other key elements

- The Plan is self-funded.
- It reinforces group practice and clinical service line accomplishments:
 - No individual incentive if UCF Health is not meeting budget
 - No individual incentive if clinical service line is not meeting combined targets
- The Plan is a tool to review and potentially adjust compensation every six months.

Thank You



Attachment D

UCF HEALTH COMPENSATION & INCENTIVE PLAN

Summary and Discussion Document

1



Attachment D

INTRODUCTION

- The Compensation Plan is part of the UCF Health financial performance initiative.
- The goal is to align incentives for provider productivity and to maximize financial and quality performance of the practice.
- Compensation plans are a standard industry tool to retain high performing providers.

Attachment D

PURPOSE OF THE PLAN

- To be fair, transparent, and market-driven.
- To attract and retain outstanding providers
- To attract and retain outstanding administrative staff
- To reward excellence in quality and productivity

Attachment D

IN A NUTSHELL

UCF Health budgetary targets must be met for individuals to receive incentive compensation.

Three components to Provider compensation

1. Clinical base compensation
2. Value based compensation
3. Productivity incentive compensation

Note: Today, providers receive a base compensation, equal to 1 and 2 above.

Clinic Directors are also participants in the incentive plan based on goals set by providers and Associate Dean for Clinical Affairs.

UCF Health Staff may be eligible for incentives if UCF Health outperforms its overall budgetary targets.

Attachment D

Scope and Eligibility

Applies to UCF Health Clinical Providers, UCF Health Clinic Directors, and UCF Health Clinic Staff.

- Value based compensation and value based target setting applies only to COM Faculty and NPs that have at least 10% clinical effort;
- Productivity incentive compensation and productivity incentive target setting applies only to COM Faculty and NPs that have at least 40% clinical effort (adjusted for part-time status);
- Providers with rank-adjusted compensation above the 75th %tile can participate in the incentive plan after reaching 90th %tile productivity;
- Clinic Directors (Medical Directors and Directors of Operation) can also participate in the incentive compensation plan;
- If there is a favorable budget variance after incentive payments have been made to providers and clinic directors, up to 20% of the remaining favorable variance may be available for staff incentive payments.

Attachment D

Transition to New Plan

For Providers

1. Productivity Incentive - no adjustment to base compensation.
2. Value-based component – goal, use 10% of current compensation for value-based risk.
 - a) Implementation, start at 3% reduction
 - b) Move to 10% over three years by using annual compensation adjustments.
 - c) Value-based incentive will be paid out periodically

For Clinic Directors

1. 10% reduction in base compensation for their administrative portion (effort based). Administrative incentive will be paid out periodically.

Attachment D

For Newly Hired Providers

1. New compensation plan applies. Value-based component starts at 10%. Incentive productivity starts after agreed upon ramp-up period.
2. Guaranteed compensation during ramp-up period (excluding value-based component).
3. Ramp-up period should not be beyond 24 months, unless unusual circumstances warrant extension.
4. New hires can participate in the incentive component:
 - at the end of the of ramp-up period;
 - before end of individual ramp-up period if standard target expectations have been met for a continuous period of 3 months.

Attachment D

Compensation and performance targets setting

1. Target compensation
 - is set using a nationally recognized benchmark and is typically between the 25th – 75th %tile.
 - Target compensation is rank adjusted
2. Value based targets are defined annually before begin of fiscal year. Value based targets typically include three different quality metrics and / or operational metrics.
3. Clinical productivity targets are defined annually using national recognized benchmark and before begin of fiscal year. Clinical productivity targets are typically set at the 75th %tile for established providers

Attachment D

Incentive Pool Triggers

1. Ordinarily, to allow for any individual incentive payout, UCF Health needs to achieve its annual budgeted operating income/loss.
2. In case UCF Health outperforms budgetary targets, as much as 20% of the favorable variance can be used to pay additional incentives for all of UCF Health employees.
3. Service lines with more than one provider must achieve productivity targets for the entire group of providers (sum of individual targets) before any individual incentive payouts can occur.
4. Once the incentive pool has been triggered, incentive payments will be based on individual performance.
5. No incentive payout should lead to UCF Health not meeting its budgetary targets.

Attachment D

THREE INCENTIVE METHODOLOGIES

1. Incentives based on wRVUs
2. Incentives based on collections
3. Incentives based on revenue minus expenses

Attachment D

Annual timeline

Pre-start Fiscal Year			
January	February	March	April
Update FTE effort for the upcoming fiscal year	Define value-based goals Define Incentive Threshold by Provider Define Administrative Goals Update provider profile	Discuss provider profile with provider	Update clinical schedule as necessary

Fiscal Year			
October/November	January/February	April/May	July/August
Review value-based goals for Q1 and payout	Review value-based goals for Q2 and payout Review productivity goals for S1 and payout * Adjust target compensation as necessary	Review value-based goals for Q3 and payout	Review value-based goals for Q4 and payout Review productivity goals for S2 and payout* Adjust target compensation as necessary

Q = Quarter

S = Semester (6-months)

* Productivity goals paid out at 75% to account for potential fluctuation. True-up happens at year end.

Attachment D

Process for adjustment upon not meeting performance targets

Compensation will be reviewed every six months if productivity targets are not met:

1. For UCF Health Physician Providers, compensation may be adjusted down up to 10% of target compensation, by \$20,000, or down to 25 percentile points spread between productivity and compensation, whichever is less. This will ensure that compensation aligns reasonably with productivity.
2. For UCF Health Nurse Practitioner Provider, compensation may be adjusted down up to 5% of target compensation, by \$5,000, or down to 10 percentile points spread between productivity and compensation, whichever is less. This will ensure that compensation aligns reasonably with productivity.
3. UCF Health Providers are ordinarily expected to perform at least at the 75th percentile of applicable productivity benchmarks.

Attachment D

Compensation Committee

- The Plan establishes a compensation committee
- Members of the compensation committee include representatives of
 - COM Finance,
 - Chief Medical Officer,
 - Chair of Internal Medicine,
 - Chair of Clinical Sciences,
 - Representative of UCF Health Clinical Provider
 - COM Legal (ex-officio),
 - a UCF representative appointment by Academic Administration (ex-officio), and
 - the UCF Chief Financial Officer or his/her designee (ex-officio)
- The Compensation Committee will
 - review UCF Provider Target Compensation when an individual Provider Target Compensation falls below the 25th percentile or above the 75th percentile
 - review and sign-off on productivity incentive payout
 - provide objective guidance to the Vice President of Health Affairs with regard to the compensation plan

Thank You



ITEM: EP-3

UCF BOARD OF TRUSTEES

April 23, 2020

Title: Tenure with Hire

Background:

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

The recommendation of a faculty member for tenure shall signify that the president and the Board of Trustees believe that the employee will continue to make significant and sustained professional contributions to the university and the academic community.

The primary purpose of tenure is to protect academic freedom. The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

Issues to be Considered:

Please refer to Attachment A - Tenure with Hire Justification.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

Faculty are considered employees of the university and like other employees, compensation is negotiated during the hiring process. Recommendations for tenure are considered independently from compensation. Faculty who are awarded tenure will have annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.

Recommended Action:

The department, college and Provost support the recommendations for tenure with hire.

Authority for Board of Trustees Action:

UCF 3.015(4)(a)5 – Promotion and Tenure of Tenured and Tenure-earning Faculty

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Kenneth Bradley has approved adding this item to the agenda.

Submitted by:

Jana L. Jasinski

Vice Provost for Faculty Excellence and Pegasus Professor of Sociology

Supporting Documentation:

Attachment A: Tenure with Hire Justification

Facilitator:

Michael D. Johnson

Interim Provost and Vice President for Academic Affairs

Attachment A

**Tenure with Hire Justification
Board of Trustees Meeting
April 9, 2020**

**Alexander N. Cartwright, Professor
College of Engineering and Computer Science, Department of Electrical and Computer
Engineering**

Dr. Alexander N. Cartwright received his Ph.D. in electrical and computer engineering from the University of Iowa. He comes to UCF from the University of Missouri, where he served as chancellor. At UCF, Dr. Cartwright will serve as President.

Since joining the University of Missouri in August 2017, Chancellor Alexander N. Cartwright has led the university through strategic enrollment and research growth, as well as the successful completion of the university's \$1.3 billion fundraising campaign. He has continuously advocated for student success initiatives, pushed for a more equitable and diverse environment where every voice is heard, and increased efforts to improve engagement with Missourians and beyond.

Dr. Cartwright came to MU from the State University of New York (SUNY) where he served as provost and executive vice chancellor from September 2014 to July 2017. At SUNY Dr. Cartwright oversaw a broad portfolio, including academic policy, enrollment management, and more.

Dr. Cartwright came to the role of SUNY's provost from the University at Buffalo, State University of New York (UB), where he served on faculty since 1995. At UB, he held several senior administrative positions, including vice president for research and economic development and acting executive director of the New York State Center of Excellence in Bioinformatics and Life Sciences. In these roles, he was responsible for campus/industry relations, research funding and compliance, and research support for UB and the Center.

An internationally recognized researcher and scholar in the area of optical sensors, he is a fellow of the American Association for the Advancement of Science, SPIE, and the National Academy of Inventors. Dr. Cartwright is a prior winner of both the National Science Foundation CAREER Award and the Office of Naval Research Young Investigator Award. In addition, he earned the 2002 SUNY Chancellor's award for excellence in teaching.

The Department of Electrical and Computer Engineering and College of Engineering and Computer Science support the recommendation for tenure with hire.

ITEM: EP-4

UCF BOARD OF TRUSTEES
April 23, 2020

Title: UCF 2020 Tenure Recommendations

Background:

The UCF tenure process requires that tenure-earning faculty members that are not in the College of Medicine seek tenure by the end of their sixth year of employment. Tenure-earning faculty members in the College of Medicine must seek tenure by the end of their eighth year of employment. The tenure procedure involves review by the department promotion and tenure committee, the department chair, the college promotion and tenure committee, the dean of the college, the university promotion and tenure committee, the provost, and the president. Tenure becomes official with final approval of the University of Central Florida Board of Trustees. If approved, tenure will become effective on August 8, 2020.

Issues to be Considered:

Please refer to the Attachment A – 2020 Tenure Recommendations

Alternatives to Decision:

Not approve the award of tenure to any or all of the faculty members listed on Attachment A.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

The Interim Provost and Interim President support the 2020 Tenure Recommendations.

Authority for Board of Trustees Action:

UCF 3.015(4)(a)1 – Promotion and Tenure of Tenured and Tenure-earning Faculty

Committee Chair or Chair of the Board approval:

Chair Kenneth Bradley has approved adding this item to the agenda.

Submitted by: Jana L. Jasinski
Vice Provost for Faculty Excellence and
Pegasus Professor of Sociology

Supporting Documentation: Attachment A: 2020 Tenure Recommendations

Facilitator: Michael D. Johnson
Interim Provost and Vice President for Academic Affairs

Attachment A

**University of Central Florida
2020 Tenure Recommendations**

Last Name	First Name	Current Rank	College	Department
Fred	Luis	Assistant Professor	College of Arts and Humanities	Music
Dombrowski	Matthew	Assistant Professor	College of Arts and Humanities	School of Visual Arts and Design
Watson	Keri	Assistant Professor	College of Arts and Humanities	School of Visual Arts and Design
Baudot	Lisa	Assistant Professor	College of Business Administration	Accounting
Lu	Yan	Assistant Professor	College of Business Administration	Finance
Wang	Tang	Assistant Professor	College of Business Administration	Management
Rugar	Yael	Assistant Professor	College of Business Administration	Marketing
Ray	James	Assistant Professor	College of Community Innovation and Education	Criminal Justice
Peck	Jennifer	Assistant Professor	College of Community Innovation and Education	Criminal Justice
Atkins	Danielle	Assistant Professor	College of Community Innovation and Education	Health Management and Informatics
Ravich	Timothy	Assistant Professor	College of Community Innovation and Education	Legal Studies Department
Gelfuso	Andrea	Assistant Professor	College of Community Innovation and Education	School of Teacher Education
Singh	Arvind	Assistant Professor	College of Engineering and Computer Science	Civil, Environmental, and Construction Engineering
Mahalanobis	Abhijit	Assistant Professor	College of Engineering and Computer Science	Computer Science
Wisniewski	Pamela	Assistant Professor	College of Engineering and Computer Science	Computer Science
Sun	Wei	Assistant Professor	College of Engineering and Computer Science	Electrical and Computer Engineering
Pourmohammadi	Yaser	Associate Professor	College of Engineering and Computer Science	Electrical and Computer Engineering
Dong	Yajie	Assistant Professor	College of Engineering and Computer Science	Materials Science and Engineering
Ahmed	Kareem	Assistant Professor	College of Engineering and Computer Science	Mechanical and Aerospace Engineering
Rovito	Michael	Assistant Professor	College of Health Professions and Sciences	Health Sciences
Gryglewicz	Kimberley	Assistant Professor	College of Health Professions and Sciences	School of Social Work
Wharton	Tracy	Assistant Professor	College of Health Professions and Sciences	School of Social Work
Chapple	Reshawna	Assistant Professor	College of Health Professions and Sciences	School of Social Work
Diaz	Desiree	Assistant Professor	College of Nursing	Nursing Practice
Bourgault	Annette	Assistant Professor	College of Nursing	Nursing Systems
Savage	Anna	Assistant Professor	College of Sciences	Biology
Chambers	Lisa	Assistant Professor	College of Sciences	Biology
Bridge	Candice	Assistant Professor	College of Sciences	Chemistry
Baudelet	Matthieu	Assistant Professor	College of Sciences	Chemistry

Board of Trustees Virtual Meeting - New Business

Zhang	Teng	Assistant Professor	College of Sciences	Mathematics
Neupane	Madhab	Assistant Professor	College of Sciences	Physics
Lyakh	Arkadiy	Assistant Professor	College of Sciences	Physics
Argenti	Luca	Assistant Professor	College of Sciences	Physics
Chini	Michael	Assistant Professor	College of Sciences	Physics
Chini	Jacquelyn	Assistant Professor	College of Sciences	Physics
Hinojosa	Ramon	Assistant Professor	College of Sciences	Sociology
Huang	Hsin-Hsiung	Assistant Professor	College of Sciences	Statistics and Data Science
Wei	Wei	Assistant Professor	Rosen College of Hospitality Management	Hospitality Services
Park	Jeong-Yeol	Assistant Professor	Rosen College of Hospitality Management	Hospitality Services
Fu	Xiaoxiao	Assistant Professor	Rosen College of Hospitality Management	Tourism, Events and Attractions
Kim	Jihyun	Assistant Professor	College of Sciences	Communication
Kritzer	Elizabeth	Assistant Professor	College of Arts and Humanities	Film and Mass Media
Smith	Peter	Assistant Professor	College of Arts and Humanities	Games and Interactive Media

UCF BOARD OF TRUSTEES
April 23, 2020

Title: New Degree Program Preproposal – Bachelor of Science in Data Science

Background:

All graduate degree programs utilizing a new CIP Code are required to be reviewed and approved by the Board of Trustees.

Issues to be Considered:

- **Program Description:**

Data Science is an emerging discipline that seeks to infer insights from large amounts of data (“big data”) by using various statistical techniques and algorithms. The discipline is concerned with both statistical techniques that measure the validity of such insights and with computational techniques for managing data and resources efficiently. There is a great need for people with technical skills in these areas, prompted by the large amounts of information that governments and businesses are collecting. Thus, this degree program aims to train people to develop algorithms and computerized systems to facilitate the discovery of information from big data. The Bachelor of Science program in Data Sciences is interdisciplinary in its approach, being offered jointly by the departments of Computer Science, Statistics and Data Science, Mathematics, and Industrial Engineering and Management Systems at UCF.

- **Benefits:**

The benefit to UCF will be a stronger connection to companies who use data science, by placing skilled and competent graduates in those companies. These will benefit the reputation of the departments involved at UCF. The degree program will also result in increased cooperation and collaboration among the undergraduate faculty in the Departments of Computer Science, Statistics and Data Science, Mathematics, and Industrial Engineering and Management Systems. This increased cooperation is already happening through the M.S. in Data Analytics degree that is offered jointly by the Departments of Computer Science, Statistics and Data Science, and Industrial Engineering and Management Systems and the Ph.D. program in Department of Statistics and Data Science. Indeed, this degree program will provide bachelors students who are prepared to enter the M.S. and Ph.D. programs.

The degree program will help Orlando’s burgeoning computing industry, which has startup and established companies using data science. Marvin Gardner, principle director with the Aerospace Corporation, Eastern Range Directorate, a recent central Florida start-up, states that “as a manager within the Aerospace industry and as the current Chairman of The National Space Club Florida Committee we are continuing to anticipate a growing need for advanced analytics in many of the business and engineering activities within the aerospace community, and thus very strongly support UCF’s proposed Bachelor of Science degree program in Data Science.” Other industries in the area, particularly in the industries of health care (Florida Hospital, etc.), hospitality (Disney World, Universal Orlando Resort, etc.), and electronic video gaming (Electronic Arts), already make use of data analytics to increase revenues, and will also provide a source for careers of graduates from this program.

- **Career/Workforce Needs:**

The demand for data scientists has been steadily increasing in the past years. A 2016 survey conducted by Harvey Nash/ KPMG CIO3 determined that data analytics was the most in-demand technology need for the second year in a row. Nearly 40% of Information Technology leaders in the survey expressed concerns about having enough skilled professionals in the Big Data area. According to a 2017 study, commissioned by the Business- Higher Education Forum4 an expected "2.72 million new jobs posted in 2020 will seek workers with skills in data science and analytics." On a national scale, the Bureau of Labor Statistics (BLS) expects nationwide employment of professionals in "management analyst" occupations, which include "business analysts," to increase 14% from 2016 to 20265. Employment growth for these occupations should outpace employment across all occupations nationwide, which is expected to grow only 7.5% over the same time period.

Alternatives to Decision:

There is no alternative if this degree program is not approved.

Fiscal Impact and Source of Funding:

The program tuition is set at regular tuition rates and funded as an E&G program.

Recommended Action:

The Provost's office recommends approval of the new degree program. The program met seven of the eight BOG Criteria "with strength."

Authority for Board of Trustees Action:

BOG Regulation 8.011 – Authorization for New Academic Degree Programs and Other Curricular Offerings.

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Kenneth Bradley has approved adding this item to the agenda.

Submitted by:	Michael D. Johnson Interim Provost and Vice President for Academic Affairs
Supporting Documentation:	Attachment A: Analysis Summary for New Degree Authorization – Data Science Please click the link below to view the full proposal: https://bot.ucf.edu/files/2020/03/Data-Science-BS-Full-Proposal-2.pdf
Facilitator:	Timothy Letzring, Senior Associate Provost for Academic Affairs

Attachment A

**Analysis Summary for New Degree Authorization
Program Name: Data Science B.S.**

	Criteria	Proposal Response to Criteria
1.	The goals of the program are aligned with the university’s mission and relate to specific institutional strengths.	<p>Met with Strength. A key phrase from the current mission statement indicates UCF will provide “high-quality, broad based education and experienced-based learning;” As evidenced in the remaining sections of this rubric, this interdisciplinary collaborative program clearly meets this important goal. In addition, by consulting with an industrial advisory board in developing this program, the B.S. in Data Science will meet the societal needs of the region and state.</p>
2.	If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	<p>Met. The related programs in the four departments were reviewed by external consultants within the last seven years. Each has made progress toward the recommendations from those reviews, some of which directly affect this proposal. In the 2016-17 review of the B.S. in Statistics program, recommendations included exploring “the feasibility of developing research efforts in big data.” This new program will provide these additional avenues. The B.S. in Information Technology degree was up for accreditation for the first time in 2014. As a result of suggestions by the accreditors, two new faculty members -- including Dr. Liqiang Wang, a researcher in cloud computing and big data analytics -- will support this program through instruction and research. The new course ISC 4701 Praxis was developed based on the changes made as a result of the 2016-17 and 2011-12 program review recommendations for the B.S. in Mathematics and the Industrial Engineering B.S.I.E. to provide more internship and other real-world opportunities. ISC 4701 is a capstone course designed with high-impact practices providing opportunities for students to engage in the benefits of research or internship opportunities with industry partners.</p>

	Criteria	Proposal Response to Criteria
3.	The proposal describes an appropriate and sequenced course of study, including expected student learning outcomes, an assessment plan to verify student learning, and, in the case of advanced technology and related disciplines, industry-driven competences. Evidence is provided that, if appropriate, the university anticipates seeking accreditation for the proposed program.	Met with Strength. The B.S. in Data Science is a 120-credit hour degree program with a well outlined four-year degree plan. The requirements of the program consist of 39 hours of General Education Program (GEP) courses (because of required prerequisite courses); 11 hours of common program prerequisites (CPP) not fulfilled by the GEP; core requirement at a basic level, which are all fulfilled by the GEP and CPP; 49 hours of core coursework at an advanced level; and 21 credit hours of electives. The core coursework was selected with input from an industrial advisory board and is designed to provide the student with fundamental computer science, mathematical and statistical knowledge, and skills to make progress in the field. The electives are chosen primarily from upper level courses after meeting with a program advisor. The program contains clearly defined and identified learning outcomes. As part of this program development, Valencia College began its own preparation for an AA degree in Data Science to assist transfer students in this field.
4.	Evidence is provided that a critical mass of faculty is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty in later years, based on estimated enrollments.	Met with Strength. The four departments already offer or collaborate on several graduate programs in this field. These include the M.S. in Data Analytics, M.S. in Statistical Computing, and the Ph.D. in Big Data Analytics. With the expertise already in place for these graduate programs, faculty from each of the participating departments committed to provide an undergraduate program in this field. Because of the efficiencies provided by building on existing graduate programs, there is only a need for one new faculty member in year two.
5.	Evidence is provided that the necessary library volumes and serials; classroom, teaching laboratory, research laboratory, office, and any other type of physical space; equipment; and appropriate clinical and internship sites are sufficient to initiate the program.	Met with Strength. UCF's library current collections are sufficient to support the start of the proposed B.S. in Data Science. The program will share resources with the M.S. in Data Analytics, M.S. in Business Analytics, M.S. in Statistics and Ph.D. in Big Data Analytics. No additional funding for books, databases or journals is being requested by the library at this time. The process compared library holdings with other similar institutions, including BYU, Purdue, and Colorado State in the benchmark assessment. The UCF Libraries' assessment concluded that the list of databases we currently hold compares favorably with these institutions.

	Criteria	Proposal Response to Criteria
6.	Evidence is provided that there is a need for more people to be educated in this program at this level. The proposal contains realistic estimates of headcount and FTE students who will major in the proposed program and indicates steps to be taken to achieve a diverse student body.	<p>Met with Strength.</p> <p>The proposal provided robust and detailed career demand data and information related to this interdisciplinary program, including 14% growth through 2026 in the professions related to this program (Bureau of Labor Statistics-BLS) and a 73% increase in statewide job postings for data scientists (Educational Advisory Board-EAB). Sources for the data included Inside Higher Education, BLS, IBM Analytics, and EAB. Given current enrollments in related programs, the headcount and FTE are realistic. The four departments' related programs already meet some diverse population metrics such as women in a STEM field. This program also outlined ways to continue to increase diversity of this program through using scholarships and awards, as well as leveraging UCF's HSI status.</p>
7.	The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, which is comparable to the budgets of similar programs, and which provides evidence that, in the event that resources within the institution are redirected to support the new program, such a redirection will not have a negative impact on undergraduate education. The proposal demonstrates a judicious use of resources and provides a convincing argument that the output of the program justifies the investment.	<p>Met with Strength.</p> <p>Because this is an interdisciplinary program involving four departments, the impact of this program is minimal and spread out across the programs. This makes the budget not only realistic, but very manageable and an efficient use of current resources. The program utilizes current courses and faculty for a good portion of the program, minimizing any negative effect to current bachelor programs. The program only requires one new faculty, to be hired in year 2.</p>
8.	The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.	<p>Met with Strength.</p> <p>The proposal outlines the teaching, research, and service by each collaborating department reflecting some of the uniqueness of each. For example, Mathematics provides significant general education courses to the rest of the university. As an overview, each has similar outcomes as STEM related departments. They average over 1500 sch per faculty member, grant expenditures ranges from \$600,000 per year to \$4,000,000 per year, they all publish research at respectable levels, and provide meaningful service to the university and their respective disciplines.</p>

ITEM: FF-1

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Finance and Facilities Committee Charter Review

Background:

Regulations implemented by the Board of Trustees in January 2011 direct the Finance and Facilities Committee to review its charter every three years. The current charter was approved at the June 14, 2017, Finance and Facilities Committee meeting and July 20, 2017, Board of Trustees meeting, respectively.

Changes only in style require approval at the committee level. Changes in content must be approved by the committee and then be presented to the full Board of Trustees for approval.

Issues to be Considered:

Interim Vice President for Administrative Affairs and Chief Operating Officer Misty Shepherd recommended changes to the charter as per Attachment A.

No changes to the charter were recommended by trustees following the request (INFO-1) at the January 28, 2020, Finance and Facilities committee meeting.

Alternatives to Decision:

1. Recommend additional changes to the charter.
2. Allow more time for recommended changes to be made and postpone the approval to a future committee meeting.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve the changes to the Finance and Facilities Committee charter (Attachment A).

Authority for Board of Trustees Action:

Specific trustee request.

Committee Chair or Chair of the Board approval:

Chair Alex Martins has approved adding this item to the agenda.

Submitted by:

Joseph Trubacz, Interim Vice President for Financial Affairs and Chief Financial Officer
Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Supporting Documentation:

Attachment A: Finance and Facilities Committee Charter (redline)
Attachment B: Finance and Facilities Committee Charter (clean)

Facilitators/Presenters:

Joseph Trubacz, Interim Vice President for Financial Affairs and Chief Financial Officer

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Attachment A

UNIVERSITY OF CENTRAL FLORIDA
FINANCE AND FACILITIES COMMITTEE CHARTER

1. Overall Purpose/Objectives

The Finance and Facilities Committee ("**Committee**") is a committee of the University of Central Florida Board of Trustees ("**Board**"), whose members are appointed by the Chairman of the Board. The general purpose of the Committee is to provide review, policy guidance and strategic oversight of the university's financial matters, financial reporting statements, campus master planning activities and other real estate type activities for both the University and its direct support organizations ("**DSO(s)**").

For university financial matters, the Committee will review actions to be presented to the Board and provide a recommendation. This includes, but is not limited to, the annual University budget and all tuition, room rents, and other student fees that are required by state statute to be approved by the Board. The committee will schedule and periodically review financial reports from the university's direct support organizations (DSO's).

For campus master planning and other real estate matters the Committee will coordinate the campus master planning process and provide recommendations to the Board for action. The committee will annually review the capital improvement plan submissions to the Board of Governors and State legislature, and periodically review programs that ensure the maintenance and safety of University facilities. The committee will review any real estate related projects or facilities involving the University or any of its DSO's, or any other university entities that may arise in the future by whatever designation, and make recommendations to the full Board. The Committee will participate in (and review and approve) the planning process for any DSO-initiated program that will materially affect the University either financially or in reputation, or involve any real estate related matters on or off campus.

2. Authority

The Board authorizes the Committee to:

- 2.1 Perform activities within the scope of its charter.
- 2.2 Engage outside consultants and other advisors as it deems necessary with approval of the Board or the President.
- 2.3 Have unrestricted access to management, faculty, and employees of the University and its DSOs, as well as to all books and records related to facilities planning.

3. Organization Membership

- 3.1 The Chair of the Board will appoint the chair and members of the Committee, all of whom must be members of the Board.
- 3.2 The Committee will consist of at least five members.
- 3.3 Members will serve on the Committee until their resignation or replacement by the Chair of the Board.

4. Meetings

- 4.1 A majority of the members of the Committee will constitute a quorum for the transaction of business.
- 4.2 Meetings shall be held not less than three times per year.
- 4.3 The Committee shall maintain written minutes of its meetings.
- 4.4 The Vice President for Administration- ~~and the Vice President for Finance~~ ~~and Finance~~, who ~~has~~ ~~ves~~ operational responsibility for facilities planning ~~and finance~~, will be the liaisons to the Committee ~~from the UCF Administration~~. Said Vice Presidents will regularly meet and correspond with the Chairman of the Committee and in consultation with the Chairman, prepare the agenda for meetings of the Committee. Said Vice Presidents will further advise and keep informed as needed both the President and the Chair of the Board on a regular basis regarding matters brought before and actions taken by the Committee.
- 4.5 The Committee may request special presentations or reports that may enhance members' understanding of their responsibilities.
- 4.6 It is the intent of the Committee for matters within its purview to come before the Committee as early as possible so that the Committee can issue its recommendations and exercise its oversight at the beginning of any particular project or matter.

5. Roles and Responsibilities

FINANCE

With regard to each item listed below, the committee will:

- 5.1 review the annual operating budgets of the university and recommend appropriate action to the Board
- 5.2 review ~~the~~ the financial statements of the university's DSOs, making recommendations for action to the board as needed; (frequency of review is at the discretion of the committee, but will be not less than once each year)

- 5.3 review the annual capital budget request of the university and recommend appropriate action to the Board
- 5.4 review annual (or interim) changes to the university's tuition and fees and any related policy changes, and recommend appropriate action to the Board
- 5.5 review the annual financial statements of the university, making any recommendations regarding such reports deemed necessary to the Board

5.6 oversee investments of university cash balances and review quarterly.

5.7 ~~Annual financial commitment, obligation, or contingent risk of five million dollars or .5% of the University budget, whichever amount is smaller, other than grants, contracts, and other agreements for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance.~~

5.8 ~~Contractual obligation of more than five years' duration and an aggregate net value of five million or more dollars, options, renewals, extensions, or amendments thereto, other than grants, contracts, and other agreements for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance.~~

5.9 ~~Borrowing of funds by the University or Affiliated Entities and any changes to the term of existing indebtedness.~~

~~5.6.5.10~~ Transfer of University funds to, from, or among Affiliated Entities.

FACILITIES

~~6.~~ **Campus Master Plan**

~~6.15.11~~ Become familiar with the current campus master plan and the philosophies behind its development.

~~6.25.12~~ Understand the statutorily required process and frequency of updates to the plan.

~~6.35.13~~ Recommend amendments to the plan to the Board.

~~6.45.14~~ Recommend appropriate action regarding the acquisition and disposition or encumbrance of real property.

Capital Improvement Plan

~~6.55.15~~ ~~Review all proposed new construction and renovation projects exceeding \$2 million~~ Review, provide oversight with respect to and provide recommendations to the Board for any actions that may be required for all new construction and renovation projects exceeding \$2 million, ~~in construction costs.~~

~~6.65.16~~ Review all changes to projects that exceed \$2 million in construction costs or that

Formatted: Font: (Default) Times New Roman, 11.5 pt

Formatted: Left, Right: 0", Line spacing: single, No bullets or numbering, Tab stops: Not at 1"

Formatted: Font: (Default) Times New Roman, 11.5 pt

Formatted: Left, Right: 0", Line spacing: single, No bullets or numbering, Tab stops: Not at 1"

Formatted: Font: (Default) Times New Roman, 11.5 pt

Formatted: Left, Right: 0", Line spacing: single, No bullets or numbering, Tab stops: Not at 1"

Formatted: Font: (Default) Times New Roman, 11.5 pt

Formatted: Left, Right: 0", Line spacing: single, No bullets or numbering, Tab stops: Not at 1"

Formatted: Font: Times New Roman, 11.5 pt, Bold

Formatted: Normal, Left, Indent: Left: 0.14", No bullets or numbering

Formatted: Font: Times New Roman, 11.5 pt

increase project costs by more than 10 percent of the original estimate presented to the committee.

~~6.75.17~~ Receive as information all new construction projects less than or equal to \$2 million, ~~in construction costs.~~

~~6.85.18~~ Review and recommend to the Board the annual list of capital improvements for funding by the Legislature, including the PECO list and the Capital Improvement Program for all other projects.

5.19 Periodically review and recommend to the Board matters and facilities relating specifically to student housing, both on and off campus and further review a long-term strategic planning program for said student housing.

Direct Support Organization

~~5.20 Participate in the planning process for any DSO involvement in capital projects that affect the University either financially or in reputation or involve any real estate.~~

~~5.21 Review, provide oversight with respect to, and provide recommendations to the Board for any actions that may be required stemming from a DSO initiated capital project.~~

Maintenance of Facilities

~~5.22 Review the effectiveness of the various University and DSO organizations in maintaining the buildings and grounds that are responsibilities of the Board.~~

~~5.23 Review the effectiveness of University law enforcement in protecting the physical assets of the University and providing a safe environment for the various University constituencies.~~

~~5.24 Review the effectiveness of the campus organizations responsible for environmental health and safety both in the buildings and on the grounds.~~

~~5.25 Provide recommended action items to the Board on all of the items above to the Board when necessary.~~

~~5.26 Adopt and recommend to the Board a policy associated with the naming of any buildings or facilities of the University.~~

Reporting Responsibilities

Formatted: Font: Times New Roman, 11.5 pt

Formatted: Left, Right: 0", Space Before: 0 pt, No bullets or numbering

Formatted: Font: Bold

Formatted: Indent: First line: 0.5"

Formatted: Font: Bold

5.27 Regularly update the Board about Committee activities and make appropriate recommendations.

5.28 Ensure the Board is aware of matters within the purview or responsibility of the Committee that may significantly impact the financial condition or legal liability of the University.

Charter Review

5.29 Review the Committee Charter at least every three years and discuss any required changes with the Board.

5.30 Ensure that the charter is approved or reapproved by the Board after each update.
~~6.9~~

Formatted: Normal, Left, Indent: First line: 0.06", No bullets or numbering

~~Direct Support Organizations~~

~~6.10 Participate in the planning process for any DSO involvement in capital projects that affect the University either financially or in reputation or involve any real estate.~~

~~6.11 Review, provide oversight with respect to, and provide recommendations to the Board for any actions that may be required stemming from a DSO initiated capital project.~~

~~Maintenance of Facilities~~

~~6.12 Review the effectiveness of the various University and DSO organizations in maintaining the buildings and grounds that are responsibilities of the Board.~~

~~6.13 Review the effectiveness of University law enforcement in protecting the physical assets of the University and providing a safe environment for the various University constituencies.~~

~~6.14 Review the effectiveness of the campus organizations responsible for environmental health and safety both in the buildings and on the grounds.~~

~~6.15 Provide recommended action items to the Board on all of the items above to the Board when necessary.~~

~~6.16 Adopt and recommend to the Board a policy associated with the naming of any buildings or facilities of the University.~~

~~Reporting Responsibilities~~

~~6.17 Regularly update the Board about Committee activities and make appropriate recommendations.~~

~~6.18 Ensure the Board is aware of matters within the purview or responsibility of the Committee that may significantly impact the financial condition or legal liability of the University.~~

~~Charter Review~~

~~6.19 Review the Committee Charter at least every three years and discuss any required changes with the Board.~~

~~6.20 Ensure that the charter is approved or reapproved by the Board after each update.~~

Formatted: Normal, Left, Indent: Left: 0", Right: 0", Space Before: 0 pt, Line spacing: single

Formatted: Normal, Space Before: 0 pt

Formatted: Normal, Left, Right: 0", Space Before: 0 pt, No bullets or numbering

Formatted: Indent: First line: 0", Space Before: 0 pt

Formatted: Normal, Indent: Left: 0", First line: 0"

Formatted: Indent: First line: 0", Space Before: 0 pt

Formatted: Normal, Left, Right: 0", Space Before: 0 pt, No bullets or numbering

Formatted: Normal, Indent: Left: 0", First line: 0"

Formatted: Indent: First line: 0", Space Before: 0 pt

Formatted: Normal, Left, Right: 0", Space Before: 0 pt, No bullets or numbering

Attachment B

UNIVERSITY OF CENTRAL FLORIDA

FINANCE AND FACILITIES COMMITTEE CHARTER

1. Overall Purpose/Objectives

The Finance and Facilities Committee ("**Committee**") is a committee of the University of Central Florida Board of Trustees ("**Board**"), whose members are appointed by the Chairman of the Board. The general purpose of the Committee is to provide review, policy guidance and strategic oversight of the university's financial matters, financial reporting statements, campus master planning activities and other real estate type activities for both the University and its direct support organizations ("**DSO(s)**").

For university financial matters, the Committee will review actions to be presented to the Board and provide a recommendation. This includes, but is not limited to, the annual University budget and all tuition, room rents, and other student fees that are required by state statute to be approved by the Board. The committee will schedule and periodically review financial reports from the university's direct support organizations (DSO's).

For campus master planning and other real estate matters the Committee will coordinate the campus master planning process and provide recommendations to the Board for action. The committee will annually review the capital improvement plan submissions to the Board of Governors and State legislature, and periodically review programs that ensure the maintenance and safety of University facilities. The committee will review any real estate related projects or facilities involving the University or any of its DSO's, or any other university entities that may arise in the future by whatever designation, and make recommendations to the full Board. The Committee will participate in (and review and approve) the planning process for any DSO-initiated program that will materially affect the University either financially or in reputation, or involve any real estate related matters on or off campus.

2. Authority

The Board authorizes the Committee to:

- 2.1 Perform activities within the scope of its charter.
- 2.2 Engage outside consultants and other advisors as it deems necessary with approval of the Board or the President.
- 2.3 Have unrestricted access to management, faculty, and employees of the University and its DSOs, as well as to all books and records related to facilities planning.

3. Organization Membership

- 3.1 The Chair of the Board will appoint the chair and members of the Committee, all of whom must be members of the Board.
- 3.2 The Committee will consist of at least five members.
- 3.3 Members will serve on the Committee until their resignation or replacement by the Chair of the Board.

4. Meetings

- 4.1 A majority of the members of the Committee will constitute a quorum for the transaction of business.
- 4.2 Meetings shall be held not less than three times per year.
- 4.3 The Committee shall maintain written minutes of its meetings.
- 4.4 The Vice President for Administration and the Vice President for Finance, who have operational responsibility for facilities planning and finance, will be the liaisons to the Committee. Said Vice Presidents will regularly meet and correspond with the Chairman of the Committee and in consultation with the Chairman, prepare the agenda for meetings of the Committee. Said Vice Presidents will further advise and keep informed as needed both the President and the Chair of the Board on a regular basis regarding matters brought before and actions taken by the Committee.
- 4.5 The Committee may request special presentations or reports that may enhance members' understanding of their responsibilities.
- 4.6 It is the intent of the Committee for matters within its purview to come before the Committee as early as possible so that the Committee can issue its recommendations and exercise its oversight at the beginning of any particular project or matter.

5. Roles and Responsibilities

FINANCE

With regard to each item listed below, the committee will:

- 5.1 review the annual operating budgets of the university and recommend appropriate action to the Board
- 5.2 review the financial statements of the university's DSOs, making recommendations for action to the board as needed; (frequency of review is at the discretion of the committee, but will be not less than once each year)

- 5.3 review the annual capital budget request of the university and recommend appropriate action to the Board
- 5.4 review annual (or interim) changes to the university's tuition and fees and any related policy changes, and recommend appropriate action to the Board
- 5.5 review the annual financial statements of the university, making any recommendations regarding such reports deemed necessary to the Board
- 5.6 oversee investments of university cash balances and review quarterly.
- 5.7 Annual financial commitment, obligation, or contingent risk of five million dollars or .5% of the University budget, whichever amount is smaller, other than grants, contracts, and other agreements for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance.
- 5.8 Contractual obligation of more than five years' duration and an aggregate net value of five million or more dollars, options, renewals, extensions, or amendments thereto, other than grants, contracts, and other agreements for research, sponsored training, clinical trials, patents and licensing, technology transfer, and research compliance.
- 5.9 Borrowing of funds by the University or Affiliated Entities and any changes to the term of existing indebtedness.
- 5.10 Transfer of University funds to, from, or among Affiliated Entities.

FACILITIES

Campus Master Plan

- 5.11 Become familiar with the current campus master plan and the philosophies behind its development.
- 5.12 Understand the statutorily required process and frequency of updates to the plan.
- 5.13 Recommend amendments to the plan to the Board.
- 5.14 Recommend appropriate action regarding the acquisition and disposition or encumbrance of real property.

Capital Improvement Plan

- 5.15 Review, provide oversight with respect to and provide recommendations to the Board for any actions that may be required for all new construction and renovation projects exceeding \$2 million.
- 5.16 Review all changes to projects that exceed \$2 million in construction costs or that increase project costs by more than 10 percent of the original estimate presented to

the committee.

- 5.17 Receive as information all new construction projects less than or equal to \$2 million.
- 5.18 Review and recommend to the Board the annual list of capital improvements for funding by the Legislature, including the PECO list and the Capital Improvement Program for all other projects.
- 5.19 Periodically review and recommend to the Board matters and facilities relating specifically to student housing, both on and off campus and further review a long-term strategic planning program for said student housing.

Direct Support Organization

- 5.20 Participate in the planning process for any DSO involvement in capital projects that affect the University either financially or in reputation or involve any real estate.
- 5.21 Review, provide oversight with respect to, and provide recommendations to the Board for any actions that may be required stemming from a DSO initiated capital project.

Maintenance of Facilities

- 5.22 Review the effectiveness of the various University and DSO organizations in maintaining the buildings and grounds that are responsibilities of the Board.
- 5.23 Review the effectiveness of University law enforcement in protecting the physical assets of the University and providing a safe environment for the various University constituencies.
- 5.24 Review the effectiveness of the campus organizations responsible for environmental health and safety both in the buildings and on the grounds.
- 5.25 Provide recommended action items to the Board on all of the items above to the Board when necessary.
- 5.26 Adopt and recommend to the Board a policy associated with the naming of any buildings or facilities of the University.

Reporting Responsibilities

- 5.27 Regularly update the Board about Committee activities and make appropriate recommendations.

- 5.28 Ensure the Board is aware of matters within the purview or responsibility of the Committee that may significantly impact the financial condition or legal liability of the University.

Charter Review

- 5.29 Review the Committee Charter at least every three years and discuss any required changes with the Board.
- 5.30 Ensure that the charter is approved or reapproved by the Board after each update.

ITEM: **FF-2**

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Update Signature Authority for Checks

Background:

Following personnel changes within the Division of Finance, the board needs to update the list of university employees who are authorized to sign checks on the Bank of America account.

Issues to be Considered:

One of the currently authorized check signers, Phillip Henson, is no longer working for the university. A second, Tera Alcalá, has a new role within Financial Affairs with the planned ERP implementation team. Both of these individuals should have their check signing access removed.

The other authorized check signer, Joel Levenson, Assistant Vice President for Tax, Payables, and Procurement, will retain check signing access.

Alternatives to Decision:

Alternatives include designating different or additional employees as check signers.

Fiscal Impact and Source of Funding:

None, provided there is at least one authorized employee available to sign checks.

Recommended Actions:

1. Recommend to the BOT the removal of the following individuals from the list of designated personnel with signature authority for checks:
 - Phillip Henson
 - Tera Alcalá

2. Recommend to the BOT the addition of the following individuals to the list of designated personnel with signature authority for checks:
 - Joseph Trubacz, Interim Vice President for Financial Affairs and Chief Financial Officer
 - Kristie Harris, Associate Vice President for Financial Affairs
 - Kathy Mitchell, Associate Vice President for Financial Initiatives
 - Danta White, Assistant Vice President and University Controller

Authority for Board of Trustees Action:

Section 1011.42, Florida Statutes, requires the university board of trustees to designate university employees who are authorized to sign checks to pay legal obligations of the university.

Committee Chair or Chair of the Board approval:

Chair Alex Martins has approved adding this item to the agenda.

Submitted by:

Joseph Trubacz, Interim Vice President for Financial Affairs and Chief Financial Officer

Supporting Documentation:

Attachment A: Section 1011.42(7), Florida Statutes, *University depositories; deposits into and withdrawals from depositories*

Facilitators/Presenters:

Joseph Trubacz, Interim Vice President for Financial Affairs and Chief Financial Officer

Attachment A

Select Year:

The 2019 Florida Statutes

[Title XLVIII](#)
K-20 EDUCATION CODE

[Chapter 1011](#)
PLANNING AND BUDGETING

[View Entire Chapter](#)

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

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

(2) All funds received by a university, from whatever source and for whatever purpose, shall promptly be deposited in a board of trustees approved qualified depository.

(3) The board of trustees shall require an accurate and complete set of accounts to be maintained in the books and records for each fund on deposit in each university depository. Each account shall show the amount subject to withdrawal, the amount deposited, the amount expended, and the balance of the account.

(4) The university may maintain a separate checking account for each fund or may utilize a single checking account for the deposit and withdrawal of moneys from all funds and segregate the various funds on the books and records only. No check or withdrawal shall be drawn in excess of the balance to the credit of the appropriate fund.

(5) Funds awaiting clearing may be invested in investments earning interest in a qualified depository, in the State Treasury, and in the State Board of Administration. Investments of university funds shall comply with the requirements of Florida Statutes for the investment of public funds by local government. Due diligence shall be exercised to assure that the highest available amount of earnings is obtained on investments.

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

(7) The university board of trustees shall specifically designate and spread upon the minutes of the board the legal name and position title of any university employee authorized to sign checks to pay legal obligations of the university.

History.—s. 638, ch. 2002-387; s. 3, ch. 2003-3; s. 155, ch. 2007-217.

ITEM: GOV-1

**UCF BOARD OF TRUSTEES
April 23, 2020**

Title: Amendments to University Regulation UCF-4.022 Deferred Payment Status

Background:

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.”

Issues to be Considered:

The University proposes to amend Regulation UCF-4.022 Deferred Payment Status to add a new condition for deferment if the student is enrolled in a tuition payment plan. Other minor changes include updating department names, as needed.

This regulation was posted online February 21, 2020, for public comment. No comments were received as of the date of submission of these materials.

Alternatives to Decision:

Do not amend University Regulation UCF-4.022 or propose alternative amendments.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve proposed amendments to University Regulation UCF-4.022.

Authority for Board of Trustees Action:

Board of Governors regulation 1.001

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Youndy Cook, Deputy General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-4.022 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF-4.022 Deferred Payment Status.

(1) This regulation provides for the deferral of student tuition and associated fee payments under the circumstances listed herein.

(2) The University Controller or designee will administer all deferments in consultation with representatives from ~~the Student Account Services Office~~, Office of Student Financial Assistance, or Veterans' Academic Resource Center (VARC)~~Services Office~~ as needed. Deferments may be authorized based on the following conditions:

- (a) Eligible veterans receiving Veterans' Administration education benefits that are certified through the University's ~~Veterans' Services Office~~ VARC or Student Account Services may receive one deferment per semester; or
- (b) Formal arrangements have been made with the University for payment by an acceptable third party; or
- (c) The student is being processed to receive financial aid through the University financial aid office; or
- (d) The student is enrolled in the tuition payment plan; or
- ~~(e)~~ Extraordinary circumstances exist and the deferment has the concurrence of the University Controller or designee.

Authority: BOG Regulations 1.001 and 7.002. History—New 10-8-75, Amended 1-7-82, Formerly 6C7-4.22, Amended 10-14-03; Formerly 6C7-4.022, Amended 8-7-09, 12-5-14, _____-20.

ITEM: GOV-2

**UCF BOARD OF TRUSTEES
April 23, 2020**

Title: Amendments to University Regulation UCF-5.017 Appeals of Graduate Programs Actions

Background:

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.”

Issues to be Considered:

The University proposes to amend Regulation UCF-5.017 Appeals of Graduate Programs Actions to specify which administrator at the college level will receive grievances and recommend action to the college dean.

This regulation was posted online February 21, 2020, for public comment. No comments were received as of the date of submission of these materials.

Alternatives to Decision:

Do not amend University Regulation UCF-5.017 or propose alternative amendments.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve proposed amendments to University Regulation UCF-5.017.

Authority for Board of Trustees Action:

Board of Governors regulation 1.001

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Youndy Cook, Deputy General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-5.017 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF-5.017 Appeals of Graduate Program Actions or Decisions

(1) Review of Academic Performance.

- (a) The primary responsibility for monitoring a student's progress to degree (or program completion) rests with the graduate program, although the College of Graduate Studies also monitors a student's progress and takes appropriate actions if performance standards as specified by the program and University are not maintained. Satisfactory progress to degree (or program completion) requires an ongoing evaluation of a student's performance in a program as indicated by satisfactory grades within courses, successful performance on program competency exams, progress in thesis and dissertation research, the maintenance of the standards of academic and professional integrity expected in a particular discipline or program, and any other measures of progress as customarily used in the program. Academic probation or even dismissal of the student from the program may occur when the individual is not making satisfactory progress to degree (or program completion).
- (b) A graduate program may also recommend dismissal if the student fails to maintain the standards of academic and professional integrity, meet or exceed the professional competencies of the discipline, or maintain the competence necessary for the welfare of faculty, fellow students, staff, patients, clients, or others encountered in internships, externships, or other classes required by the degree program. A student's performance in clinical settings may be evaluated by clinical supervisors or other clinicians in conjunction with instructors of record and/or faculty advisors.
- (c) A student may be immediately terminated from a clinical assignment and/or graduate program when, in the professional judgment of a qualified clinician, faculty supervisor or instructor of record, client/patient welfare could be at risk. In cases where client/patient welfare could be at risk, graduate programs may forego published procedures for advising, mentoring or probation if documentation from clinical or faculty supervisors indicate immediate action was necessary to protect the welfare of others. When immediate action is taken, the graduate program must inform the student in writing of the action and the reasons

for the action. The student may appeal such action as a graduate program action under this Regulation.

- (d) Misconduct associated with research or misconduct in laboratory assignments may result in immediate termination from the assignment and/or the graduate program when the misconduct places clients, researchers, subjects or the university at risk.
- (e) It is incumbent on the graduate program to give the student an opportunity to discuss the pending action with the program director and provide additional relevant information prior to making a recommendation of probation or dismissal. A student does not have to agree with the action in order for the program to move forward with a recommendation of probation or dismissal.
- (f) The Dean of the College of Graduate Studies has final authority over probation and dismissal recommendations and will execute them accordingly.
 - 1. Once dismissed, a student may apply to UCF as a student in another program, or as a non-degree student. Readmitted students are prohibited from taking courses in the program from which they were dismissed.
 - 2. A student can only be reinstated to the previous graduate program by either submitting a new application to the program with a new admissions decision, or through a formal grievance process. (See Grievance Procedures in following section).

(2) Other Procedures. Graduate students disputing a graduate program action (including the evaluation of their progress to degree) as described above, have several routes of appeal depending on the nature of the grievance.

- (a) In the appeal of a grade in a specific course (excluding thesis or dissertation credit hours) students are referred to Regulation UCF-5.016 for the grade appeal procedures.
- (b) For issues resulting from a failure to maintain academic behavior standards such as cheating, plagiarism, etc., students are referred to Regulation UCF 5.015 (and, as appropriate, student conduct review procedures).
- (c) Misconduct associated with research will follow procedures determined by the Office of Research and Commercialization.

- (d) All other grievances, including the appeal of grades issued in Thesis and Dissertation credit hours, follow the Procedure for Other Grievances of Graduate Students as outlined in this Regulation.
- (3) Applicability of graduate program action appeal procedure:
- (a) This regulation applies to graduate student appeals of decisions made by the College of Graduate Studies, an academic college or graduate degree program based on:
 - 1. Alleged deviation from program or university policies as outlined in the Graduate Catalog or Graduate Program Handbook(s)
 - 2. Alleged errors in application of policies or procedures
 - 3. Alleged probation or dismissal due to non-academic reasons
 - 4. Alleged deviation from the University's syllabus policy
 - 5. Alleged discrimination and/or sexual harassment in the program, department or college. (An appeal alleging discrimination and/or sexual harassment in the program, department or college will be referred directly to the Office Institutional Equity. The University is entitled to a reasonable period of time to review allegations of discrimination contained in a graduate student appeal, and the University may accordingly extend deadlines applicable to the University for purposes of reviewing such allegations.)
 - (b) Decisions based on professional judgment of an instructor, faculty member or clinical supervisor in the assignment of a grade or assessment of a student's performance in a class are excluded from the provisions of this regulation except as noted above. Probation or dismissal due to unsatisfactory performance on competency exams, research, or progress in thesis or dissertation research may not be appealed based on the student's disagreement with the professional judgment of an instructor, faculty member or advisor. Students may appeal based on alleged errors in process or alleged non-academic reasons.
 - (c) Students placed on probation or dismissed by the College of Graduate Studies for not maintaining at least a 3.0 GPA may not appeal the academic program or academic college's decision to not submit a Conditional Retention Plan (CRP). A CRP may be offered to a student when, in the discretion of the academic program,

extenuating circumstances warrant such an exception; however, graduate programs are not obligated to provide a CRP.

(4) Procedure for Other Grievances of Graduate Students. Students are entitled to a fair and timely resolution of appeals. This procedure is intended for graduate students having complaints regarding specific actions or decisions by a faculty member, program or college, including termination from an academic program, for reasons that are not covered in Section 2(a)-2(c) above. The graduate student is encouraged to first discuss the matter within the academic unit of the grievance and attempt to resolve the grievance informally. The formal procedure is as follows:

- (a) Step 1 -Program and Department Level: The graduate student appealing the decision of a program, must state the nature of the grievance in writing to the graduate program director, including a brief narrative of the grievance, the parties involved, and a statement of the remedy being requested. All appeals must be submitted using the form located at <https://graduatecouncil.ucf.edu/appeals-committee>. This statement must be submitted by the graduate student within six (6) months of the notification date of the occurrence of the program action being appealed.
- (b) Dependent on the nature of the grievance, the graduate program director will in ten business days following receipt of the grievance either make a recommendation about the grievance to the unit head or refer the grievance to the unit/ program graduate committee to examine the issue at their next scheduled meeting. The unit/program graduate committee may invite the aggrieved student and others having information about the case to attend the meeting and present information and arguments about the grievance. If so invited, the graduate student can have a personal advisor at the meeting, but the advisor can only confer with the student and not participate in the committee meeting. The unit/ program graduate committee will make a recommendation about the grievance to the graduate program director.
- (c) The graduate program director will consider the input of the unit/ program graduate committee and make a recommendation to the unit head about the grievance. The unit head will then make a final decision about the grievance at the

program/ unit level and inform the student of the decision within ten business days after receiving the recommendation from the graduate program director.

- (d) Step 2 - College Level: Should the graduate student disagree with the decision of the unit head, the student has ten business days to file a written appeal of the decision with the appropriate associate dean or designee of the college~~academic college graduate coordinator~~ (or the Dean of the College of Graduate Studies in the case of interdisciplinary programs with no academic college assigned to oversight of the program). It is incumbent on the student to explain in the appeal why the unit/program decision is in error and should be reexamined. At each appeal level, the basis for the appeal must be the same as the original appeal or must articulate new information discovered as part of the appeal process itself. If the basis for the appeal changes, the student will be considered to be initiating a new appeal that must begin at the initial level of the appeal process (and which must be timely).
- (e) Dependent on the grievance, the associate dean or designee~~academic college graduate coordinator~~ will, in ten business days following receipt of the appeal, either make a recommendation to the college dean about the grievance or refer the grievance to the college graduate committee to examine the issue at their next scheduled meeting. The college graduate committee may invite the aggrieved student and others having information about the case to attend the meeting and present information about the grievance. If so invited, the graduate student can have a personal advisor at the committee meeting, but the advisor can only confer with the student and not participate in the committee meeting. The college graduate committee will make a recommendation about the grievance to the associate dean or designee~~college graduate coordinator~~.
- (f) The associate dean or designee~~academic college graduate coordinator~~ after considering the input of the college graduate committee will make a recommendation to the college dean about the grievance. The college dean will then make the final decision about the grievance at the academic college level, and inform the student of the decision within ten business days after receiving the recommendation from the associate dean or designee~~college graduate coordinator~~.

- (g) Step 3 - College of Graduate Studies Level: Should the graduate student disagree with the decision of the academic college dean, the student has ten business days following receipt of the college decision to file a written appeal of the decision at the university-level with the Dean of the College of Graduate Studies. It is incumbent on the student to explain in the appeal why the academic college decision is in error and should be reexamined.
- (h) Dependent on the appeal, the Dean of the College of Graduate Studies will within ten business days following receipt of the appeal either make a decision about the grievance or refer the appeal to the Appeals Subcommittee of the Graduate Council to examine the issue at a scheduled meeting. The Appeals Subcommittee may invite the aggrieved student as well as others having information about the grievance to attend and present information about the grievance. If so invited, the graduate student can have a personal advisor at the meeting, but the advisor can only confer with the student and not participate in the committee meeting. The Appeals Subcommittee will submit a recommendation to the Dean of the College of Graduate Studies concerning the grievance.
- (i) The Dean of the College of Graduate Studies will consider the input of the Appeals Subcommittee of the Graduate Council and make a final decision about the grievance for the university. There is no appeal beyond the level of Dean of the Graduate College as this person is vested with the final authority by the President of the University.

Authority: BOG Regulation 1.001. History—Formerly 6C7-5.00431, New 7-20-09, Amended 7-19-12, 7-20-17, 7-19-18, 7-18-19, _____-20.

ITEM: GOV-3

**UCF BOARD OF TRUSTEES
April 23, 2020**

Title: Amendments to University Regulations UCF-2.002 Undergraduate Admission of First-time, Degree-seeking Freshman and UCF-2.004 Admission of Undergraduate Transfer Students

Background:

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.”

Issues to be Considered:

The University proposes to amend Regulation UCF-2.002 Undergraduate Admission of First-time, Degree-seeking Freshman to update language defining a first-time, degree-seeking Freshman.

The University proposes to amend Regulation UCF-2.004 Admission of Undergraduate Transfer Students to update the name of the Florida College System; specify all transfer applicants meet the criteria in Florida Board of Governors regulation 6.004; and indicate that international students meet the criteria set forth in UCF regulation 2.009.

These regulations were posted online March 10, 2020, for public comment. No comments were received as of the date of submission of these materials.

Alternatives to Decision:

Do not amend University Regulations UCF-2.002 or UCF-2.004.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve proposed amendments to University Regulations UCF-2.002 and UCF-2.004.

Authority for Board of Trustees Action:

Board of Governors regulation 1.001

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Youndy Cook, Deputy General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-2.002 (redline)

Attachment B: Proposed Amended Regulation UCF-2.004 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF-2.002 Undergraduate Admission of First-time, Degree-seeking Freshman.

(1) Applicants for admission as first-time, degree-seeking freshman (FTIC) must meet the minimum requirements set forth in Florida Board of Governors Regulation 6.002 as well as any admissions criteria set by the University. A first-time, degree-seeking freshman is a student who has earned a high school diploma from a Florida public or regionally accredited high school, or equivalent and who has earned ~~fewer~~no more than twelve (12) semester hours of transferable college credit since receiving a high school diploma or its equivalent~~after high school graduation~~.

(2) The Vice President over undergraduate admissions shall evaluate the projected FTIC enrollment in light of ongoing recruitment and retention efforts and establish a projected number of admission exceptions to be reported yearly. Exceptions to the standards set forth shall be made to ensure equal~~equality of~~ access to higher education ~~for ethnic minorities~~.

(3) Admission to the University shall be on a space available basis. Students judged to have a greater probability of academic success at University of Central Florida will be given priority in admissions when FTIC enrollment must be limited.

Authority: BOG Regulations 1.001 and 6.002. History—New 10-8-75, Amended 5-22-80, 1-6-82, 7-27-83, Revised 7-21-85, Amended 9-8-85, Formerly 6C7-2.02, Formerly 6C7-2.002, Amended 5-27-09, _____-20.

Attachment B

UCF-2.004 Admission of Undergraduate Transfer Students.

(1) The admission of Florida ~~College System institutions~~public community college Associate ~~in~~of Arts ~~and state articulated Associate in Science~~resident transfer students is governed by the Articulation Agreement between the state universities and the ~~Florida College System~~public community colleges of Florida, the University of Central Florida general admissions policy and, as applicable, the appropriate UCF ~~international~~foreign student admission policy. Within curricular, space and fiscal limitations, Associate ~~in~~of Arts and state articulated Associate in Science degree recipients of the State University System and ~~Florida College System~~public community colleges of Florida shall be admitted.

(2) Undergraduate transfer students who have not earned the Associate ~~in~~of Arts or state articulated Associate in Science degree from a state university or ~~Florida College System institution~~public community college of Florida must meet the general admission requirements of the University and the following requirements:

(a) ~~Transfer applicants~~ Applicants applying for admission must meet the minimum requirements set forth in Florida Board of Governors Regulation 6.004 as well as any admission criteria set by the University at the freshman or sophomore levels must satisfy the same admission requirements as first time in college students.

(b) Applicants must be in good standing with and eligible to return to the last institution they attended.

(c) Applicants must have a grade point average of at least 2.0 on a 4 point scale for all college level course work attempted as well as at the last institution attended.

(d) Applicants whose native language is not English must demonstrate English proficiency by successfully completing one of the approved methods outlined in UCF Regulation 2.009 Admission of International Students.~~shall be required to meet a minimum score of 550 on the Test of English as a Foreign Language (TOEFL).~~

(3) Exceptions may be made on an individual basis when, in the judgment of the Admissions and Standards Committee, a student can reasonably be expected to do satisfactory academic work.

Authority: BOG Regulations 1.001 and 6.004. History—New 10-8-75, Amended 3-22-76, 5-22-80, 1-6-82, Formerly 6C7-2.04, Formerly 6C7-2.004, Amended 5-27-09, _____-20.

ITEM: GOV-4

**UCF BOARD OF TRUSTEES
April 23, 2020**

Title: Amendments to University Regulations UCF-2.003 Admission of Graduate Students, UCF-2.009 Admission of International Students, and UCF-2.036 College Credit for Non-traditional Courses Prior to Initial Enrollment

Background:

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.”

Issues to be Considered:

The U.S. Department of Education no longer recognizes a distinction between regional and national accreditors, as of July 1, 2020. All “institutional accreditors” approved by the Secretary of Education will be considered recognized accreditors for federal eligibility purposes. All three of these regulations (UCF-2.003 Admission of Graduate Students, UCF-2.009 Admission of International Students, and UCF-2.036 College Credit for Non-traditional Courses Prior to Initial Enrollment) are amended to conform to this new requirement by updating language to remove “regionally accredited” and adding the appropriate accrediting bodies.

These regulations were posted online March 10, 2020, for public comment. No comments were received as of the date of submission of these materials.

Alternatives to Decision:

None, these regulations must be amended to conform to federal law.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve proposed amendments to University Regulations UCF-2.003, UCF-2.009, and UCF-2.036.

Authority for Board of Trustees Action:

Board of Governors regulation 1.001

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Youndy Cook, Deputy General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-2.003 (redline)

Attachment B: Proposed Amended Regulation UCF-2.009 (redline)

Attachment C: Proposed Amended Regulation UCF-2.036 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF-2.003 Admission of Graduate Students.

(1) This regulation applies to all students who seek to be admitted to graduate programs at the University of Central Florida.

(2) Each admitted student to a graduate degree program or to a post-baccalaureate professional program must meet the following minimum requirements:

(a) Earned a bachelor's degree or equivalent from a ~~regionally accredited~~ U.S. institution of higher education accredited by one of the following accrediting bodies or its equivalent from a foreign institution:

1. Accrediting Commission for Community and Junior Colleges (ACCJC)
2. New England Commission of Higher Education (NECHE)
3. Higher Learning Commission (HLC)
4. Middle States Commission on Higher Education (MSCHE)
5. Northwest Commission on Colleges and Universities (NWCCU)
6. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
7. WASC Senior College and University Commission

AND

(b) Earned a 3.0 GPA (or equivalent) or better in all work attempted while registered as an undergraduate student working for a baccalaureate degree, OR

(c) Earned a 3.0 GPA (or equivalent) or better in all work attempted while registered as an upper division student working for a baccalaureate degree, OR

(d) Earned a previous graduate degree or professional degree or equivalent from a ~~regionally accredited~~ U.S. institution of higher education accredited by an accrediting body listed in (2)(a) or its equivalent from a foreign institution in a field related to the discipline of the program to which the applicant is applying.

(3) Additionally, all applicants to doctoral programs must meet the following specific requirements:

(a) Each applicant to a doctoral degree program shall present scores that are acceptable for the program to which the student is applying on the Graduate Record Examination (verbal, quantitative, and writing), or an equivalent measure on the GMAT, whichever is deemed most appropriate to the program. Students, including

international students, who already have a graduate degree obtained from a ~~regionally accredited~~ U.S. institution of higher education accredited by an accrediting body listed in (2)(a) or equivalent foreign institution in the same or in a related area are not required to take the Graduate Record Examination or GMAT unless it is required by the program.

- (b) Submit three letters of recommendation, a resume or a curriculum vita, and a written essay.
 - (c) The submitted materials must be used in the context of a holistic credential review process.
 - (d) Each doctoral program may determine other requirements for admission, consistent with their mission and purpose. Any additional admissions requirements so imposed by doctoral programs must be published annually in the Graduate Catalog and on the website of the doctoral program; further, such requirements shall be reviewed and updated annually.
 - (e) These requirements shall not include preferences in the admissions process for applicants on the basis of any category protected by law.
- (4) Additionally, all applicants to master's programs must meet the following specific requirements:
- (a) A score on standardized exams such as the GRE or GMAT is not required by the university for admission to a masters degree program, although individual programs may still require the exams for admissions purposes.
 - (b) Each master's program may determine other requirements for admission, consistent with their mission and purpose. Any additional admissions requirements so imposed by masters programs must be published annually in the Graduate Catalog and on the website of the masters program; further, such requirements shall be reviewed and updated annually.
 - (c) These requirements shall not include preferences in the admissions process for applicants on the basis of any category protected by law.
 - (d) For international students in master's programs that do not require a GRE or GMAT, a course-by-course evaluation of the student's official transcript must be submitted by a credential evaluation service recommended by UCF that shows a

GPA equivalent from an earned degree equivalent to a U.S. bachelor's degree obtained from an institution of higher education accredited by an accrediting body listed in (2)(a).

(5) In addition to the above requirements, international students must show proficiency in written and spoken English in accordance with the provisions of University Regulation UCF-2.009.

(6) All graduate applicants must indicate whether or not Florida residency is claimed. An application or residency affidavit submitted by or on behalf of a student which contains false, fraudulent or incomplete statements may result in denial of admission or denial of further registration and/or invalidation of UCF credit.

(7) Exceptions to the above requirements:

(a) In any academic term, up to 20 percent of the graduate students may be admitted in a given degree program as exceptions to the minimum requirements for graduate admissions as defined in paragraph (2) (b) & (c), above.

(b) Students who do not meet the admissions criteria and who wish to enroll in courses but not degree programs at the post-baccalaureate level may enroll under the classification of non-degree seeking students. Graduate programs wishing to admit these students to graduate degree programs after the students have satisfactorily completed up to nine hours of graduate course work may do so provided that the number so admitted is included as part of the 20 percent exception, as defined in paragraph (6)(a), above.

(8) In addition to the above requirements, all graduate applicants who are admitted must submit an immunization form. UCF Student Health Services is responsible for oversight of student immunization compliance and reserves the right to require immunizations based on recommendations from the Centers for Disease Control and Prevention (CDC) the Florida Department of Health, the Florida Board of Governors, or the UCF Board of Trustees. UCF reserves the right to refuse registration to any applicant, former student, or student whose health record indicates the existence of a condition which may be harmful to the members of the University community.

(9) Exceptions: Students may apply for an exception to the University's immunization requirements if they meet one of the following criteria and submit appropriate documentation.

- (a) Medical Basis – The student must provide a letter from a healthcare provider, signed on official medical office stationery, stating the medical reason(s) why the student is not able to receive the vaccine(s), and indicating if this is a temporary or permanent condition.
- (b) Religious Basis – The student (or the student’s parent/guardian if under 18 years old) can sign a Religious Exemption waiver upon request.
- (c) Active Duty Military and Veterans – Active Duty and Veterans may complete the waiver section of the immunization form if documentation of immunizations is unavailable at the time of registration. Proof of military service is required (DD 214 or military ID card).
- (d) With approval of the UCF President, limited UCF programs may be an exception when students will not be physically present in any UCF classroom or on any UCF campus. Should such students seek to register for face to face courses, they must comply with paragraph (8).

(10) All applicants for admission or readmission to the University of Central Florida, including to any graduate or doctoral programs of study within the University and including any applicant for post-baccalaureate study, are required to disclose on the application prior criminal conduct, pending criminal charges, and prior educational misconduct. The University reviews all applications in which a student discloses prior criminal conduct, pending criminal charges, or prior educational misconduct to determine whether the admission of the applicant is in the best interest of the University. The office responsible for this review is the Office of Student Rights and Responsibilities. Applicants who fail to disclose prior criminal misconduct, pending criminal charges, or any prior educational misconduct are in violation of the disclosure requirements of this paragraph and may be subject to appropriate action by the University, including denial of admission or readmission, revocation of admission, or other academic and/or disciplinary action prescribed by the University, up to and including dismissal. Applicants are not required to disclose minor traffic violations.

(11) Applicants may appeal an admissions decision by following the university admissions appeal procedure. Information regarding this procedure is available in the Graduate Catalog.

(12) Readmissions

- (a) Graduate students who do not maintain continuous enrollment, must apply for readmission. Readmission is not guaranteed. The readmission decision is based on multiple factors such as previous academic performance, work taken since last attending UCF, space and fiscal limitations.
 - (b) A student who was previously dismissed from his or her graduate program and would like to reapply to the same program must have an approved conditional retention plan on file before a readmission decision can be made.
- (13) Graduate applicants and graduate readmit applicants may be admitted subject to space and fiscal limitations.

Authority: BOG Regulations 1.001, 6.001, and 6.003. History—New 10-8-75, Amended 9-27-79, 1-6-82, Formerly 6C7-2.03, Amended 10-2-08, Formerly 6C7-2.003, Amended 7-30-09, 2-29-16, 9-16-16, _____-20.

Attachment B

UCF-2.009 Admission of International Students.

Admission of international students to UCF is governed by the university admission regulations, Florida Board of Governors Regulation 6.009 and the following:

(1) Eligible international students may be accepted at the appropriate level subject to space and fiscal limitations. International applicants can only be admitted in a status that is appropriate for the visa category designated on the application.

(2) In addition to University admission requirements, international students must meet the following requirements as a minimum:

(a) The applicant shall be academically eligible for further study in his/her own country.

(b) An applicant whose native language is other than English shall show proficiency in written and spoken English by:

1. proving they are from a country where English is the only official language; or

2. establishing that a prior bachelor's, master's or doctoral degree was earned from a ~~United States regionally accredited college or university in the United States;~~institution of higher education accredited by one of the following accrediting bodies or its equivalent from a foreign institution:

a. Accrediting Commission for Community and Junior Colleges (ACCJC)

b. New England Commission of Higher Education (NECHE)

c. Higher Learning Commission (HLC)

d. Middle States Commission on Higher Education (MSCHE)

e. Northwest Commission on Colleges and Universities (NWCCU)

f. Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)

g. WASC Senior College and University Commission

or

3. establishing that a prior bachelor's, master's or doctoral degree was earned from a country where English is the only official language, or a university at which English is the only official language of instruction; or

4. submitting a qualifying score on the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS). Qualifying scores for graduate applicants are: a TOEFL computer-based score of 220; a TOEFL internet-based score of 80 (or equivalent score on the paper-based test); or an IELTS score of 6.5. Specific programs may establish higher scores for qualification, and such information will be included in the Graduate Catalog and program website information for that specific program. Qualifying scores for undergraduate applicants are: a TOEFL computer-based score of 220, a TOEFL internet-based score of 80, a TOEFL paper-based score of 550, or an IELTS score of 6.5; or
 5. completion of the English Language Institute's (ELI) level 8 or higher with a grade of a "B" or better; or
 6. completion of EAP 2851 with a grade of a "C" or better or placement into ENC 1101; or
 7. an onsite assessment by UCF ELI faculty qualified to administer English proficiency assessment and determining that the student is English proficient at the university level.
- (c) Students who are non-native speakers of English (and do not have a degree from a U.S. institution) must pass the Versant English Speaking exam administered by the UCF English Language Institute before they will be permitted to teach as a Graduate Teaching Associate or Graduate Teaching Assistant.
 - (d) The graduate applicant shall have an overall GPA of at least 3.0 on a 4 point scale or equivalent.
 - (e) The applicant shall furnish a detailed statement showing specific sources of a satisfactory level of financial support and the amount expected from each source.
 - (f) The applicant shall submit a health examination form to the University physician indicating his fitness, mentally and physically to pursue a college level study program. In addition, all international students on an F or a J visa must submit proof of health insurance that complies with the requirements of BOG Regulation 6.009.

- (g) International student applications, undergraduate and graduate, along with all other records required for admission must be received by the program or university international application deadline, whichever is earliest, or the deadline must be waived by the university.

Authority: BOG Regulations 1.001 and 6.009. History–New 10-8-75, Amended 7-14-80, Formerly 6C7-2.09, Amended 3-16-03, Formerly 6C7-2.009, Amended 6-11-09, 12-19-16, 3-21-19, _____-20.

Attachment C

UCF-2.036 College Credit for Nontraditional Courses Prior to Initial Enrollment

(1) Undergraduate students who are admitted to the university and who have completed non-traditional courses, including online and short college level courses, prior to initial enrollment in undergraduate education may request that the university evaluate that work to determine if credit might be awarded. Sufficient time must be allowed for the university to evaluate the course material for transferability.

(2) Award of credit for that work must meet the following conditions:

- (a) The request is made prior to the initial term of enrollment and as soon as practicable.
- (b) University faculty members determine the nontraditional course content and learning outcomes to be comparable to a course offered at the institution;
- (c) Nontraditional courses meet the quality and accreditation standards intended for a transfer course as determined by the College of Undergraduate Studies in consultation with other units, as appropriate;
- (d) If the course is intended to meet a specific requirement for the student's degree program, the department offering the program determines that the nontraditional course is relevant to the student's intended program of study; and
- (e) If the coursework was delivered by a foreign institution, the coursework and accreditation status of the institution must be evaluated by an appropriate service provider acceptable to the university.

(3) Students wishing to have such nontraditional coursework evaluated for the purpose of receiving credit should inform the UCF Office of Undergraduate Admissions as soon as practicable. If credit for the nontraditional coursework was awarded by another ~~regionally~~ accredited institution of higher education meeting university transfer eligibility requirements, the student must submit an official transcript reflecting the award of credit and the transferability of that work will be determined with the same processes and criteria for other transferred courses.

(4) If the nontraditional coursework did not result in credit awarded by a previous institution, the student may request a review for the awarding of credit by providing the following information directly to the academic department that is qualified to evaluate the subject matter:

- (a) A syllabus for the course;
- (b) Credentials of the faculty member(s) teaching the course;
- (c) Course objectives and learning outcomes for the course;

- (d) Confirmation that the course was satisfactorily completed; and
- (e) Other information requested by the subject area faculty member(s) in order to determine demonstrated mastery of course learning outcomes. This may include a proctored testing requirement.

To ensure there is sufficient time for review, all required documentation must be submitted no later than three months prior to the start of the initial term of enrollment. Assuming all requested information is provided, normally a decision regarding the awarding of credit shall be made within the first term of enrollment.

(5) To be eligible for credit, short courses for credit shall have the same number of contact hours as do regularly scheduled courses. Other nontraditional courses must have an appropriate substitute(s) for the associated contact hours. The review of nontraditional course(s) must document equivalency with traditional course(s) when such traditional courses exist.

(6) Courses may be evaluated on the basis of the recommendations of the American Council of Education (ACE) when official credentials have been properly presented. While credit may be granted when courses are equivalent to those offered by the University, recommendations by ACE are not binding upon the University. Even though records may have been evaluated by another ~~regionally~~-accredited institution, it is important to have official credentials sent to UCF for evaluation.

(7) Credit for coursework taken prior to the initial term of enrollment will be noted on the student's transcript.

(8) An undergraduate student wishing to appeal the university's denial of credit for nontraditional courses may submit an appeal, in writing, to the College of Undergraduate Studies within 30 days of the date that the denial is sent to the student.

Authority: BOG Regulations 1.001, and 6.020. History - New 12-21-15, _____-20.

ITEM: GOV-5

**UCF BOARD OF TRUSTEES
April 23, 2020**

Title: UCF Foundation Bylaws Amendments

Background:

The Governance Committee of the UCF Foundation Board is delegated the responsibility by the board to annually review its bylaws and propose any amendments to the full board of directors. The last amended bylaws were approved by the UCF Foundation Board at the annual meeting on June 7, 2019 and the UCF Board of Trustees on July 19, 2019, respectively.

Since that time, the UCF Foundation Board of Directors have evaluated the need for a standing committee to assist with driving discussions and decisions surrounding donor engagement and stewardship. Details of associated amendments are below:

- Amending Article 6.1 to include the Donor Engagement and Stewardship Committee (Item H) as a standing committee of the UCF Foundation Board of Directors.
- Amending the previous Article 6.1 – Item H to be readdressed as Item I to align with the addition of the new standing committee.

The Governance Committee, in coordination with Foundation legal counsel and Foundation leadership have reviewed, discussed and approved the proposed amendments that were approved at the annual meeting of the UCF Foundation Board on February 6, 2020.

Issues to be Considered:

If the proposed amendments reflect the appropriate governance structure of the UCF Foundation.

Alternatives to Decision:

Decline the proposed amendments to the bylaws and/or offer alternative language to the proposed amendments.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve the proposed amendments to the UCF Foundation Bylaws.

Authority for Board of Trustees Action:

UCF Regulation 4.034, Direct Support Organizations

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Lauren Ferguson, Board Liaison, Advancement | UCF Foundation

Supporting Documentation:

Attachment A: Proposed Amended UCF Foundation Bylaws (redline)

Facilitators/Presenters:

Scott Cole, Vice President and General Counsel

Attachment A

BYLAWS

of the

UNIVERSITY OF CENTRAL FLORIDA

FOUNDATION, INCORPORATED

AMENDMENTS APPROVED:

~~June 7, 2019~~ Proposed Date April 23, 2020

**BYLAWS OF THE
UNIVERSITY OF CENTRAL FLORIDA FOUNDATION, INCORPORATED**

ARTICLE 1. MISSION

The Foundation encourages, stewards and celebrates charitable contributions from alumni and friends to support the University.

ARTICLE 2. OFFICES

The principal office of the Foundation will be located at 12424 Research Parkway, Orlando, Orange County, Florida.

ARTICLE 3. COMPOSITION OF THE BOARD

3.1 Members. The Board is composed of Elected Directors, Ex Officio Directors, and Emeritus Directors. There will be no more than thirty-eight Elected Directors.

3.2 Duties. The duties of the Board are as follows:

- A. To discharge all the duties imposed upon it by the Articles of Incorporation and the Bylaws.
- B. To meet upon the call of the Chair, the CEO or by one-fourth of the Directors entitled to vote, in writing, with due written notice of the time, place and subject matter given to each Director and consistent with the requirements set forth in these Bylaws.
- C. Upon the recommendation of the Finance Committee, select a bank or banks or other depositories for the deposit of the funds and securities of the Foundation, and to cause the Foundation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board.
- D. Upon the recommendation of the Audit Committee, to cause an audit of books and records of this Foundation to be made at least once each year together with a management letter, including the response from management, conducted by a firm of independent certified public accountants selected by the Audit Committee, whose engagement letter will provide that it render an opinion on financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to the Board.
- E. To acquire and maintain a broad awareness and knowledge of the University including its programs, strengths, needs, resources, and mission.
- F. To participate in Foundation meetings and serve on at least one Committee or University affiliated group as approved by the Chair, and provide experience and special expertise as time and abilities permit.
- G. To provide advice and counsel to the University President and the CEO as requested on matters involving the University family and the community.

- H. To support the philanthropic aims of the Foundation with a minimum annual gift in an amount set by the Board. The annual gift should only mark the beginning of the Board members' support, and they are encouraged, as appropriate, to support other funds supplemental to the University, to make leadership gifts to special projects, and to make provisions for planned giving and support the University through their foundations and corporations.
- I. To serve as an effective University ambassador in the community.

3.3 Selection of Elected Directors. The Governance Committee will review candidates for Elected Directors and each candidate will be subject to confirmation by the CEO and University President prior to standing for election. The Board will elect the Directors. The Elected Directors will be subject to Board of Trustees review and approval. All Elected Directors will be voting members of the Board.

3.4 Ex Officio Directors. Ex Officio Directors are voting members of the Board and will be as follows: Chair of the Board of Trustees (or designee), University President, and Chair of the UCF Alumni Board of Directors. -

3.5 Emeritus Director. Any Elected Director who has served two full terms may be nominated and appointed as an Emeritus Director following a six month period beginning at the conclusion of the second term. The Governance Committee will nominate Elected Directors who have served the University with distinguished service. The Board will serve as the final body to approve the nomination(s). Emeritus Directors will be non-voting.

3.6 Terms of Office.

- A. Elected Directors. Each Elected Director will serve a term of four years (or until the end of the respective term of his or her predecessor if elected to succeed a person who has not completed a four-year term). Terms commence on July 1 of the next fiscal year and end June 30 at the end of four years. Three years of a term will constitute a full term of service. No Elected Director is eligible to serve more than two consecutive terms unless the Director has been elected to serve as a Board Officer, in which case the term may be extended by the Board to accommodate the time required for fulfillment of the term of the office. An Elected Director who has served two terms consecutively may be re-elected to the Board after the expiration of one year following the end of his or her last term and will have the status of a newly Elected Director.
- B. Emeritus Directors. The selection of an Emeritus Director is for life, unless he or she is removed for cause.
- C. Ex Officio Director. An Ex Officio Director will serve so long as he or she holds the office or the position that resulted in such placement on the Board.

3.7 Resignation. A Director may resign at any time by submitting a written resignation to the Chair.

3.8 Removal. An Elected Director may be removed by a two-thirds vote of the Directors present and voting, whenever the interests of the Foundation would be best served. The University President may remove any Elected Director or Emeritus Director in his or her sole discretion.

ARTICLE 4. OFFICERS OF THE BOARD

4.1 Board Officers. The officers of the Board will be the Chair, Vice Chairs, Secretary and Treasurer. These Board Officers will be Elected Directors and members of the Board. No other Officers will be members of the Board.

4.2 Ex Officio Corporate Officers. Individuals holding the following positions at the Foundation will serve as Ex Officio Corporate Officers, but will not be members of the Board and will have no voting rights:

1. Vice President for Advancement (also known as the Chief Executive Officer or CEO)
2. AVP, Advancement Strategy
3. Sr. AVP, Development (also known as the Chief Development Officer or CDO)
4. Associate Vice President of Finance (also known as the Chief Financial Officer or CFO)
5. Director for Foundation Board Relations and Development (also known as the Assistant Secretary)

4.3 Additional Ex Officio Officer. The University President may appoint any members of the administration, faculty or student body of the University for any term(s) designated by the President, but any such appointee will not be a member of the Board.

ARTICLE 5. ELECTION OF AND POWERS AND DUTIES OF OFFICERS

5.1 Election. At the annual meeting of the fiscal year, the Board will vote on a slate of Board Officers submitted by the Governance Committee. The Board Officers will serve two-year terms each commencing on July 1 of the next fiscal year and ending June 30 at the end of two years. Should the need arise, an optional one-year extension may be approved by a vote of the full board. If a vacancy occurs in an office, the Governance Committee will propose a replacement, which will be confirmed by the Executive Committee.

5.2 Chair. The Chair will preside over all meetings and prepare the agenda for all meetings of the Board, as well as have primary responsibility for the relationship with the CEO.

5.3 Vice Chairs. The Vice Chairs will do and perform duties as may be assigned to him or her by the Chair, the Board, or these Bylaws. A Vice Chair will have full authority to act for the Chair in his or her absence or incapacity. If more than one is available, the one with the longest continuous service on the Board will act.

5.4 Secretary. The Secretary of the Board is responsible for the minutes of the Board and Executive Committee meetings. The Chair of each Committee is responsible for the minutes of each of their respective committee meetings. The duties of the Secretary will be as follows:

- A. To keep accurate minutes of the proceedings of the annual meeting of the Foundation and all meetings of the Board of Directors and preserve these records as a permanent record.
- B. To keep on record a copy of the Articles of Incorporation and Bylaws of the Foundation and all amendments thereto.
- C. To address the requests for any seal of the Foundation for official documents, records and papers as may be requested. A seal is not required.
- D. To keep an accurate list of all members of this Foundation Board of Directors.

5.5 Treasurer. The Treasurer will supervise the fiscal affairs of the Foundation and serve as Chair of the Finance Committee. The duties of the Treasurer will be as follows:

- A. To assure that adequate provision is made for the care and custody of all the assets of this Foundation with guidance from the CFO.
- B. To assure that adequate provision is made to keep in force a blanket surety bond to assure that each Officer and employee who is authorized to collect, hold, or disburse funds of the Foundation will faithfully discharge their duties, the adequacy of which will be determined by the Executive Committee.
- C. To present a written report of the financial activities of his or her office at the next annual meeting following his or her appointment to office.

5.6 Chief Executive Officer. The CEO, CDO or designee will attend all meetings of the Board and present a written report of the activities of his or her office at each meeting, including the next annual meeting following his or her appointment to office.

5.7 Chief Development Officer. The CDO will perform the duties of the CEO during the absence or incapacity of the CEO.

5.8 AVP, Advancement Strategy. The AVP will manage the day to day business activities of the Foundation and attend all Board and Committee meetings.

5.9 Chief Financial Officer. The CFO will manage the day to day financial activities of the Foundation.

5.10 Assistant Secretary. The Director of Foundation Board Relations and Development will assist in the documentation and safekeeping of the minutes of the Board and each Committee meeting.

5.11 Resignation. Any Officer may resign at any time by submitting a written resignation to the Chair and CEO. If the Chair is resigning, he or she will submit his or her resignation to the CEO and University President. If the CEO is resigning, he or she will submit his or her resignation to the Chair and University President.

5.12 Removal. Any Board Officer may be removed by a two-thirds vote of the Elected Directors present and voting when in the Board's judgment the interests of the Foundation would be best served. The University President may remove any Officer in his or her sole discretion.

ARTICLE 6. COMMITTEES OF THE BOARD

6.1 Standing Committees. Standing Committees will be permanent. The Chair will appoint the Chair and the members of each committee except for those committees whose Chair is specifically appointed in the bylaws.

- A. With the exception of the Executive Committee, individuals who are not Elected or Ex Officio Directors but have expertise in given areas may serve as advisors and vote on committees of the Board, with the approval of the Chair and in consultation with the relevant committee Chair. Advisors to Committees may vote on the committee's recommendations to the Executive Committee or Board.
- B. With the exception of the Executive committee, Emeritus Directors may be appointed to committees. Appointed Emeritus Directors may vote on committee recommendations to the Executive Committee or Board. The Chair may remove any committee member at his or her discretion, except for Ex-Officio positions.
- C. The majority of the members of any committee must always be Elected Directors.
- D. Standing Committees will be governed by a charter that is approved by the Board. The Board must approve any revocations or amendments to the charter(s).

The Standing Committees are designated as follows:

A. Executive Committee

- 1. The Executive Committee consists of the following: the Chair, Vice Chairs, Secretary, Treasurer, immediate past Chair, University President, Chair of the Board of Trustees, Chair of the UCF Alumni Board of Directors, Chair of all other committees described in these Bylaws.
- 2. The Chair, or in his or her absence the Vice Chair(s), will preside at meetings of the Executive Committee.
- 3. The Executive Committee is authorized and empowered to act for, in the name of and on behalf of the Board at all times when the Board is not meeting. No action of any standing committee will be binding upon the Foundation unless such action is approved by the Executive Committee.
- 4. The Executive Committee will meet at the call of the Chair.

B. Finance Committee

- 1. The Finance Committee consists of not fewer than five appointed Elected Directors, in addition to the Treasurer of the UCF Alumni Board of Directors and University Vice President of Finance and Administration, both of whom will serve as an ex officio voting member.
- 2. The Chair of the Finance Committee will be the Treasurer.
- 3. The Finance Committee will establish and be responsible for the fiscal policy of the Foundation, including budgets and fees. The Finance Committee will recommend the budget for the next fiscal year to the Board at its annual meeting held prior to the end of the current fiscal year.

C. Governance Committee

1. The Governance Committee consists of not fewer than five appointed Elected Directors and will include the immediate past Chair, Chair, Vice Chair(s) and a minimum of one appointed Elected Director.
2. The CEO will also participate as an Ex Officio Corporate Officer of the Governance Committee.
3. The immediate past Board Chair will serve as the Chair of the Governance Committee. If the past Chair is unable to serve, the current Board Chair will appoint the Chair of the Committee.
4. The Governance Committee is charged with the responsibility of annually receiving and placing in nomination the names of individuals to be considered for membership to the Board, preparing a slate of Board Officers every two years, or upon the resignation of a Board Officer and succession planning. The committee is also charged with annually reviewing the Foundation's bylaws, memberships, committee assignments, and leading a board self-assessment process. The Governance Committee is also responsible for receiving disclosures of proposed transactions with Directors, including potential excess benefit transactions, and reviewing such transactions.

D. Audit Committee

1. The Audit Committee will consist of a minimum of not fewer than three appointed Elected Directors.
2. The Audit Committee is charged with hiring the auditors and reviewing the results of the audit. The committee evaluates other accounting related policies and controls.

E. Investment Committee

1. The Investment Committee will consist of not fewer than five appointed Elected Directors.
2. The Investment Committee will advise the Board in regard to the general investment policy and investment management of the Foundation.

F. Real Estate Committee

1. The Real Estate Committee will consist of not fewer than five appointed Elected Directors.
2. The Real Estate Committee advises the Board and the University of Central Florida Real Estate Foundation, LLC and Knight's Crossing Student Housing, LLC in regard to real estate policies, procedures, potential transactions and other real estate issues affecting the Foundation.

G. Information Technology (IT) Committee

1. The IT Committee will consist of not fewer than three appointed Elected Directors.
2. The IT Committee will assist the Board in fulfilling its planning, operational and oversight responsibilities.

H. Donor Engagement and Stewardship Committee

1. The Donor Engagement and Stewardship Committee will consist of not fewer than three appointed Elected Directors.
2. The Donor Engagement and Stewardship Committee will advise the Board in matters dealing with Donor stewardship strategies, including but not limited to donor recognition, reporting and other experiences.

H.I. Other Committees. The Board Chair will have the authority to establish an unlimited number of Other Committees or task forces to accomplish any objectives affecting various interests and the welfare of the Foundation and the University as he or she deems necessary or desirable. Other Committees will be governed by a charter approved by the applicable Other Committees.

ARTICLE 7. MEETINGS AND QUORUM

7.1 Calling Meetings. At least two meetings of the Board and each Standing Committee will be held during each fiscal year. The respective Chair will select the meeting date, time and location.

7.2 Special Meetings. Special meetings of the Board and each Standing or Other Committee may be called by the Chair, CEO, two-thirds of the members entitled to vote, or the University President.

7.3 Quorum and Voting. A majority the members entitled to vote will constitute a quorum at any duly noticed meeting. An affirmative vote of a majority of members present is required for approval of any action items.

7.4 Presiding Officer. The Chair, or in his or her absence, one of the Vice Chairs, will preside at meetings of the Board and Executive Committee. If the absence of all of the above, the CEO may appoint a Director to preside.

7.5 Minutes. Minutes of the Board meeting or any Committee meeting will be taken and maintained in accordance with the Foundation policy.

7.6 Action without a Meeting; In Person or Telephone Meetings. The members of the Board or a Committee may participate in, and be included in the quorum of, a meeting in person or by telephone, video or any other means that allow members and all others in attendance at the meeting to hear and speak to one another contemporaneously.

7.7 Voice Vote. Any official action must be approved by a voice vote. Proxies or written votes are not permitted.

7.8 Roll Call. At the beginning of any meeting, the Secretary or a designee will determine the presence or absence of a quorum. The roll will thereafter only be called upon the request of the Chair or any Director, and after each roll call, the presence or absence of a quorum will be announced.

7.9 Notice. Notice of each meeting will be sent to the Board or any Committee by the Secretary or a designee not fewer than seven calendar days preceding the meeting. Notice may be waived by all the voting members of the Board or Committee. Notice requirements are deemed waived if not raised, in writing, to the Secretary prior to the conclusion of the meeting. This Section 7.9 does not dispense with any public notice required by law and governs to the maximum extent permitted by law.

7.10 Public Notice. Public notice of any meeting of the Board or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

7.11 Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting, specifying the agenda item about which they wish to speak. Public comment will be limited to three minutes per person.

ARTICLE 8. RELATIONSHIP WITH THE UNIVERSITY

8.1 General. The Foundation operates as a Direct Support Organization for the University as defined by Florida Statute and the State University System of Florida. The Foundation adheres to and will follow the policies and procedures for direct support organizations established by the State University System of Florida and the Board of Trustees.

8.2 University Resources and Name. The University President has the authority to monitor and control the use of the University's resources and the University's name.

8.3 Operating Budgets. Operating budgets of the Foundation will be prepared annually, approved by the Board or Executive Committee and the University President, and then submitted to the Board of Trustees. Expenditure plans will be reviewed and approved quarterly by the Finance Committee and by the University President or designee. The designee must be a University Vice President or senior officer of the University who reports directly to the University President.

ARTICLE 9. EXECUTION OF INSTRUMENTS

Contracts and other instruments to be executed by the Foundation will be signed, unless otherwise required by law, by the Chair, the CEO or a Vice Chair in conjunction with the Secretary. The Chair or the CEO, signing alone, is authorized and empowered to execute in the name of this Foundation instruments not requiring attestation arising in the day-to-day operations of the business of the Foundation, including, but not limited to, certificates representing stocks, bonds or other securities. The Board may authorize any other person or persons, whether or not an Officer of the Foundation, to sign any contract or other instrument.

ARTICLE 10. MISCELLANEOUS

10.1 Indemnification.

- A. Every Director, Officer and employee of the Foundation, as well as special appointees, will be indemnified by the Foundation against all expenses and liabilities, including attorneys' fees, reasonably incurred by or imposed on the Director or Officer in connection with any proceeding, including any appeal, or any settlement of any proceeding to which the individual may be a party or in which he or she becomes involved as a result of serving as a Director, Officer, or special appointee. The indemnified party does not have to be a Director, Officer, or special appointee at the time the expenses or liabilities are incurred or imposed. In the event, however, of a settlement before entry of judgment, the indemnification will apply only upon approval by the Board as being in the best interests of the Foundation. This indemnification is in addition to and not exclusive of all other rights to which the person may be entitled. The Foundation has the authority and may elect to purchase insurance for this purpose.
- B. The above indemnification does not apply in the case of an action by, or in the right of, the Foundation. A Director, Officer, or special appointee is entitled to indemnification only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interests of the Foundation and (where applicable) had no reasonable cause to believe his or her conduct was unlawful. This indemnification will be made in accordance with Section 607.0850, Florida Statutes, as amended from time to time.

10.2 Bonding. The Foundation will keep in force a blanket surety bond or employee dishonesty insurance, the adequacy of which will be determined by the Board, or a Committee designated by the Board, to assure that each Officer and employee who is authorized to collect, hold, or disburse funds of the Foundation will faithfully discharge his or her duties.

10.3 Seal. The seal of the Foundation will be inscribed with the words, "University of Central Florida Foundation, Inc.," the year "1968", and the words, "Foundation Not-for-Profit."

10.4 No Compensation. The Directors and Board Officers of this Foundation will not receive any compensation from this Foundation for their services as Director or Officer; provided, however, that they may be reimbursed from funds of the Foundation for any travel expenses or other expenditures incurred by them in the proper performance of their duties.

10.5 Rules. These Bylaws govern the transaction of business for this Foundation. To the extent that the Bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

10.6 Amendments and Board of Trustees Approval. These Bylaws may be altered, amended, or rescinded only by an affirmative vote of the majority of all of the voting members of the Board. In case it becomes necessary to call a special meeting for this purpose, written notice will be given to each voting member of the Foundation at least five calendar days before the date set for the meeting, and such notice will indicate the provision sought to be amended and

the nature of the amendment proposed to be adopted. All proposed amendments are subject to Board of Trustees review and approval. All Elected Directors and those appointed other than under Florida Statutes 1004.28 are subject to Board of Trustees review and approval.

10.7 Fiscal Year. The fiscal year of the Foundation will begin on July 1 and end on June 30 of the following year.

10.8 Non-discrimination. The Foundation is committed to non-discrimination with respect to race, creed, color, religion, age, disability, gender, marital status, sexual orientation, national origin, or veteran status.

10.9 Conflict of Interest. All actual or potential conflicts of interest involving Directors of the Foundation will be disclosed and addressed in accordance with the Foundation's Conflict of Interest Policy.

10.10 Confidential and Exempt Public Records. As stated and limited in Florida Statutes Section 1004.28, Foundation records are confidential and exempt from Florida public records laws, unless otherwise designated. Upon receipt of a reasonable and specific request in writing, the Foundation will provide financial information such as expenditures from Foundation funds, documentation regarding completed business transactions, and information about the management of Foundation assets. The Foundation will furnish this information in a format reasonably responsive to the request, at a reasonable cost to the requesting party. To the extent permitted by law, the Foundation will not, however, release any record or information that includes personal or financial information about a donor, prospective donor, alumnus, volunteer, or employee, without the individual's express written consent. All fundraising activities undertaken by University employees or students, or by volunteers, are undertaken on behalf of the Foundation. All documents associated with such activities or with advising or serving the Foundation, whether or not in possession of any University employee or student, or any volunteer, are records of the Foundation and are confidential.

ARTICLE 11. DEFINITIONS

"Advancement" means the University of Central Florida Foundation, Inc.

"Assistant Secretary" means the Director for Foundation Board Relations and Development.

"Board Officers" means those individuals who are elected Directors and hold an office of the Board of Directors, which includes the Chair, Vice Chair(s), Secretary and Treasurer.

"Board of Directors" means the University of Central Florida Foundation Board of Directors.

"Board of Trustees" means the University of Central Florida Board of Trustees.

"CDO" means the University of Central Florida Chief Development Officer.

“CEO” means the University of Central Florida Foundation Chief Executive Officer.

“CFO” means the University of Central Florida Foundation Chief Financial Officer.

“Committee” means either or collectively a Standing Committee and Other Committee.

“Directors” means Elected Directors and Ex-Officio Directors of the Board of Directors.

“Emeritus Director” means any Elected Director who has served two full terms may be nominated and appointed as an Emeritus Director following a six month period beginning at the conclusion of the second term. The Governance Committee will nominate Elected Directors who have served UCF and the Foundation with distinguished service. The Board will serve as the final body to approve the nomination(s).

“Ex Officio Affiliates” means those individuals who hold community leadership positions, as may be designated by the Board of Directors, from time to time.

“Ex Officio Corporate Officers” mean those individuals who hold the designation of CEO, CDO, , CFO and Assistant Secretary.

"Ex Officio Directors" mean those individuals who hold the designation of Chair of the Board of Trustees, University President, Chair of the UCF Alumni Board of Directors and President of the UCF Athletics Association Board of Directors.

"For cause" means actions or omissions that may adversely reflect on the interests or reputation of the Foundation or the University, as determined by the University President after consulting with the Executive committee or any senior executive of the Foundation. Any such determination may be made by the University President and does not need to depend on the conclusion of any external determination or process.

"Foundation" means the University of Central Florida Foundation, Incorporated.

“Senior AVP for Development” means the University of Central Florida Foundation, Inc. Senior Associate Vice President for Development.

" AVP for Advancement Strategy " means the University of Central Florida Foundation, Inc. Associate Vice President for Advancement Strategy.

"UCF" means the University of Central Florida.

"UCF Alumni Board of Directors" means the University of Central Florida Alumni Board of Directors which is a separate advisory board to the Office of UCF Alumni Engagement and Annual Giving.

"UCF Athletics Association Board of Directors" means the University of Central Florida Athletics Association Board of Directors, which governs a separate direct support organization, the UCF Athletics Association.

"University" means the University of Central Florida.

"University President" means the President of the University of Central Florida.

"Vacancy" means and will be deemed to occur upon the incapacity, death, resignation or removal of the incumbent of the Board or an Officer position. Incapacity, which includes abandonment, will be deemed to occur when, for any reason and regardless of intent, the incumbent does not or cannot fulfill the material duties of the position for thirty consecutive days or forty-five days total in any six month period, unless the Executive Committee resolves not to treat such circumstances as a vacancy. Incapacity will also occur upon the incumbent's acknowledgement in writing that he or she intends not to perform, or is or will be unable to perform, the material duties of the position for at least either of such period of days, unless the Executive Committee resolves to not treat such circumstances as a vacancy.

The CEO will notify all Executive Committee members upon the occurrence of a vacancy and will specify the cause. Approval of the vacancy by the Executive Committee will be considered binding.

APPROVED BY BOARD ACTION ON: ~~June 7, 2019~~ April 23, 2020

By:

{SEAL NOT REQUIRED}

Sara Bernard '00

Secretary

*University of Central Florida Foundation, Incorporated
Board of Directors*

ITEM: GOV-6

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Nomination of Abraham Pizam for Honorary Doctoral Degree of Commercial Science

Background:

Since 1970, UCF has bestowed 94 honorary degrees to individuals who have made significant academic, cultural and scientific contributions to society.

Issues to be Considered:

Nomination of Abraham Pizam for Honorary Doctoral Degree of Commercial Science.

Alternatives to Decision:

Deny recommendation.

Fiscal Impact and Source of Funding:

None

Recommended Action:

Approve honorary doctorate nomination for consideration by full Board.

Authority for Board of Trustees Action:

UCF Nominating and Governance Committee Charter Section 1.4: recommend candidates for designation as Honorary Doctor for consideration by the full board.

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Tom Hope, Associate Vice President and Deputy Chief of Staff, on behalf of Thad Seymour Jr., Interim President

Supporting Documentation:

Attachment A: Letter of Recommendation from Thad Seymour Jr., Interim President

Facilitators/Presenters:

Tom Hope, Associate Vice President and Deputy Chief of Staff



Attachment A

UNIVERSITY OF CENTRAL FLORIDA

Office of the President

P.O. Box 160002
Orlando, FL 32816-0002

March 31, 2020
William Yeargin, Chair
Nominating and Governance Committee
UCF Board of Trustees
Millican Hall 308
University of Central Florida
Orlando, FL 32816

Dear Chair Yeargin,

I am pleased to nominate Dr. Abraham Pizam for the degree of UCF Doctor of Commercial Science.

Dr. Pizam is the Linda Chapin Eminent Scholar Chair in Tourism Management at the Rosen College and is widely known in the field of Hospitality and Tourism Management, having conducted research projects, lectured, and served as a consultant in more than 30 countries. He has held various academic positions, in the U.S.A, U.K., France, Austria, Australia, New-Zealand, Singapore, Israel and Switzerland, has authored more than 160 scientific publications and ten books, is the Editor-in-Chief of the International Journal of Hospitality Management and serves on the editorial boards of 20 academic journals. Professor Pizam has conducted consulting and research projects for a variety of international, national and regional tourism organizations.

Dr. Pizam joined UCF in 1983 and immediately demonstrated his skill at innovating and guiding big ideas to success. The new department he created, starting with zero students and no faculty members, later became UCF's Rosen College of Hospitality Management, of which he was the founding dean. He served in that position for more than 15 years until his return to faculty in 2018, building it into the largest hospitality-management college in the world.

Uniquely positioned in America's top tourism destination, the college educates the next generation of industry leaders through internationally-recognized faculty, innovative academic programs, cutting-edge research and strong industry and community partnerships. The college now consistently ranks among the top five hospitality programs worldwide.

Dr. Pizam earned a bachelor of arts degree in sociology and political science from Hebrew University, a Master's in Public Administration from New York University and a Ph.D. in business administration from Cornell University.



Attachment A

UNIVERSITY OF CENTRAL FLORIDA

Office of the President

P.O. Box 160002

Orlando, FL 32816-0002

It is my distinct pleasure to nominate Dr. Abraham Pizam for the honorary Doctorate of Commercial Science degree for his impact on UCF, Central Florida, and generations of hospitality professionals.

Sincerely,

A handwritten signature in black ink, appearing to read "Thad Seymour, Jr.", is positioned below the word "Sincerely,".

Thad Seymour, Jr.
Interim President

UCF BOARD OF TRUSTEES
April 23, 2020

Title: Communications and Marketing Emerging Issues Update

Background:

The Division of Communications and Marketing was created in 2014 with the focus of growing UCF's brand and reputation. During the 2017 presidential transition, the Vice President of Communications and Marketing was combined with the Chief of Staff role. This change led to the reduction of divisional leadership roles and resources.

UCF Communications and Marketing supports brand and reputation activities by offering strategy, creative, web, video, media relations, crisis, and issues management to the university and units within UCF's divisions and colleges.

Trustee Kyler Gray and Associate Professor Lindsay Neuberger were charged with engaging with Communications and Marketing leadership to evaluate challenges and alternative approaches to better amplify the UCF story to external and internal audiences.

This presentation will share:

- The current structure and background for UCF Communications and Marketing
- A comparative look at the communications and marketing areas at the other Florida SUS, Comparative and Aspirational Peers
- A comparative look using higher education and industry survey that share organizational structures and funding, as well as opinions on the current state of Communications and Marketing
- Recommendations on organizational improvements for UCF Communications and Marketing to better advance UCF's story to internal and external audiences.

Issues to be Considered:

Findings presented are informational only

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Seay has approved adding this item to the agenda.

Submitted by: Patrick Burt, Associate Vice President, Communications and Marketing

Supporting Documentation:

Attachment A: Organizational Alignment

Facilitators/Presenters:

Trustee Kyler Gray

Lindsay Neuberger, Associate Professor, Nicholson School of Communication and Media

Patrick Burt, Associate Vice President, Communications and Marketing

Attachment A

**Organizational Alignment:
Division of Communications and Marketing**



Today's Discussion

- Deeper dive into Communications and Marketing
 - Why
 - Structure and impacts
 - Focus areas
 - Funding
- Comparative information
 - Peers: State University System (SUS), Comparative and Aspirational
 - Industry surveys: Deloitte, Gartner, SimpsonScarborough, Carnegie Darlet
- Share recommendations



Our Approach

- What is being done well? What can be improved?
 - Leverage communication expertise and network
 - Structure?
 - Operations?
 - Personnel?
 - Resources?
 - Leadership?
 - Internal v. External?



Why Communications and Marketing?

- Organizations are trusted based on their brand and reputation
 - Brands are built by quality interactions and experiences
 - Your brand is your promise - codify brand
 - Reputation is built by what others say about you
- Share the UCF story
 - Communicate to UCF stakeholders
 - Build ambassadors and amplify message
 - Inform and raise awareness with new audiences
- Protect UCF from issues and crisis incidents
 - Protect reputation
 - Maintain positive feeling and engagement with UCF

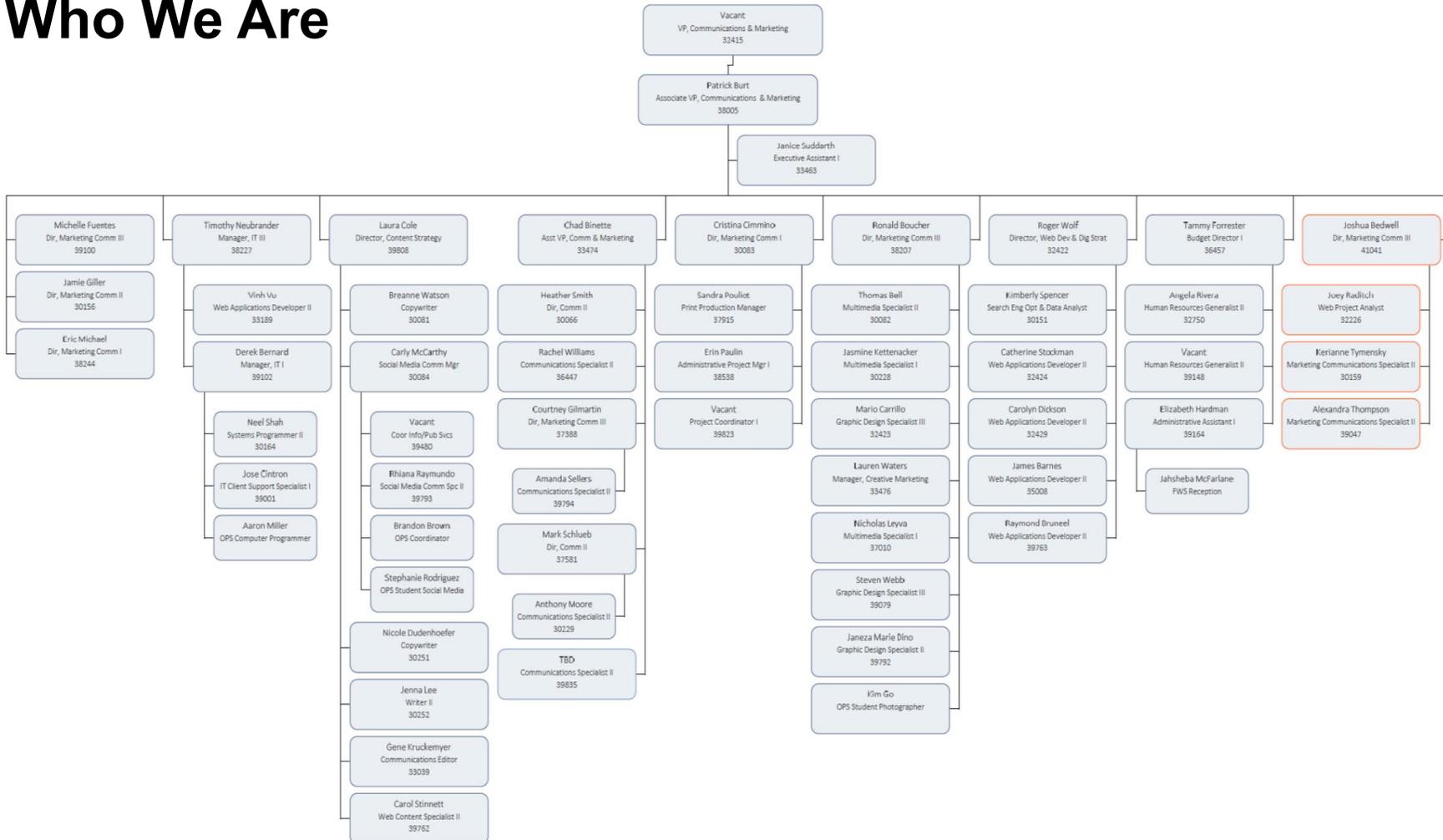


Division of Communications and Marketing

- Established in 2014, first VP for C&M role at UCF
- Division houses five departments
 - UCF Communications
 - UCF Marketing
 - C&M Operations
 - C&M Technology
 - WUCF TV and FM
- 55 employees in the core four departments, 50 employees at WUCF
- 6 shared positions in colleges or divisions
- Annual Budget: \$11.3M, \$9M excluding WUCF



Who We Are



Who We Work With

- Board of Trustees
- President's Office
- Provost and Academic Affairs
- Office of Research
- SDES and Offices
- Undergraduate Admissions
- Graduate Admissions
- UCF Connect
- Digital Learning
- UCF Police
- Government Relations
- Business Services
- General Counsel
- All 13 colleges
- UCF Health
- UCF IT
- Human Resources
- Finance and Accounting
- Facilities
- Athletics
- Parking and Transportation
- UCF Foundation
- Equity, Diversity and Inclusion
- *And many more...*



Stakeholders

External

Prospective Students
Alumni/Donors
Parents
Community Leaders
Legislators
Local Officials

Internal

Current Students
Faculty
Staff



Stakeholders

External

Prospective Students

Alumni/Donors

Parents

Community Leaders

Legislators

Local Officials

Internal

Current Students

Faculty

Staff

Preaching to the choir strategy — “to make them sing”

- Leverage those most familiar with brand and experience



What We Do

- Brand development, management and research
- Brand advertising and measurement
- Creative design and production
- Digital marketing, lead generation and SEO
- Printing management and oversight
- Content development and management
- Magazine publishing and fulfillment
- Media relations and story pitching, issues management, and crisis communications
- Video production, photography and asset management
- Web and application development, production and support
- Technology management and support
- Project management and quality control
- Fundraising and revenue generation



What We Do

- Brand development, management and research
- Brand advertising and measurement
- Creative design and production
- Digital marketing, lead generation and SEO
- Printing management and oversight
- Content development and management
- Magazine publishing and fulfillment
- Media relations and story pitching, issues management, and crisis communications
- Video production, photography and asset management
- Web and application development, production and support
- Technology management and support
- Project management and quality control
- Fundraising and revenue generation



What We Don't Do

- Events management
- Printing, quick printing in-house
- Government relations
- Licensing management



Stakeholder Impact

How Do You Feel About UCF?

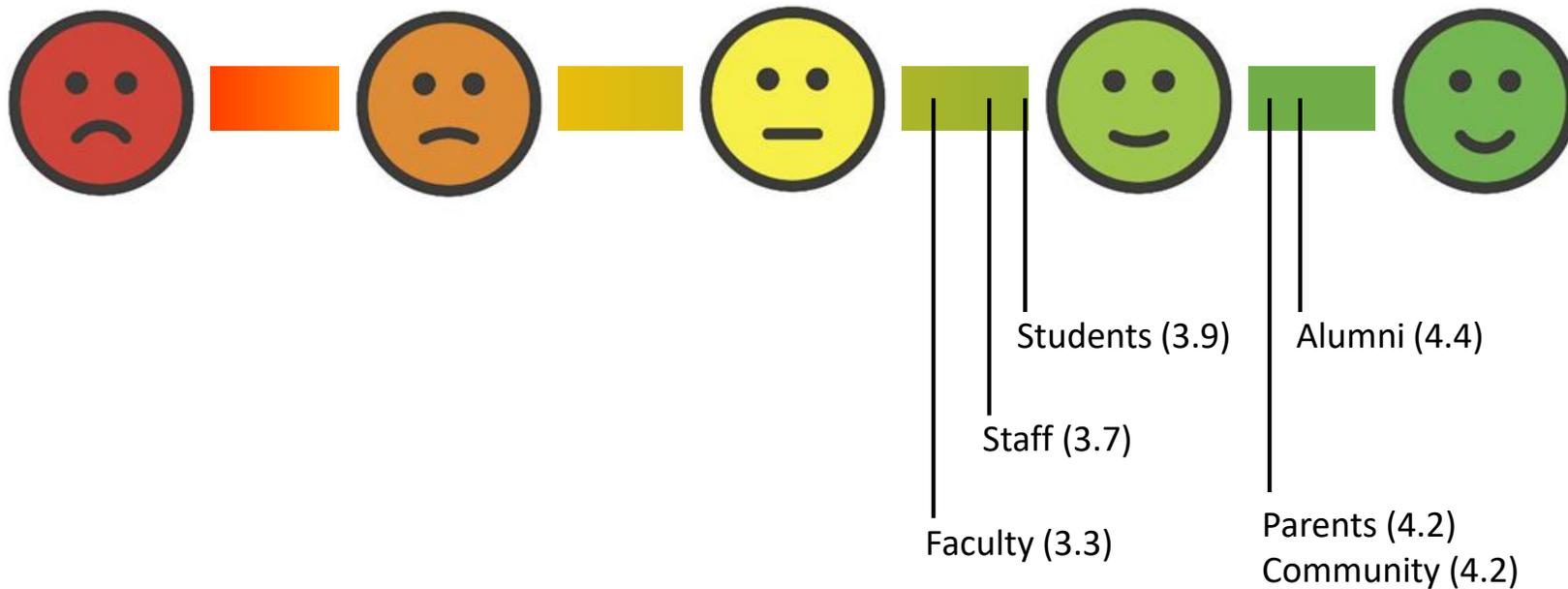


Community (n=1,051)	1%	1%	19%	38%	40%
Alumni/Donors (n=1,356)	2%	4%	8%	21%	65%
Current Students (n=637)	8%	8%	14%	32%	38%
Staff (n=645)	4%	10%	24%	34%	27%
Faculty (n=181)	12%	13%	22%	38%	15%
Current Parents (n=909)	2%	6%	11%	26%	55%



Stakeholder Impact

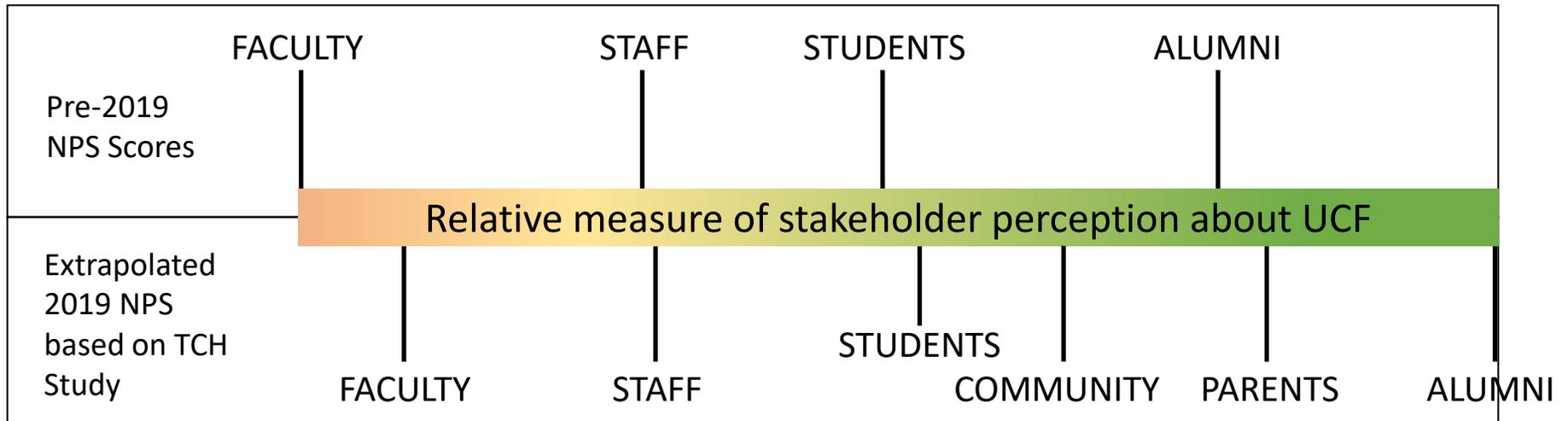
How Do You Feel About UCF? (AVG)



Stakeholder Impact

Changes in Perception Over Time

Extrapolated NPS Scores



The extrapolated NPS shows that NPS scores have increased for all groups with historical data



Organizational Alignment: Current Structure



Existing Organizational Alignment

- C&M Division was established in 2014, first VP role
 - Focused on brand, awareness and reputation of UCF
 - Originally established with seven leadership positions
 - Structure provided strong centralized ties to athletics, provost, SDES, and college communicators and WUCF
- Transition in 2017, combined Chief of Staff and VP Communications and Marketing
 - Continued focus on the university's mission and goals, but added focus on presidential communications, social media, video and leadership voice



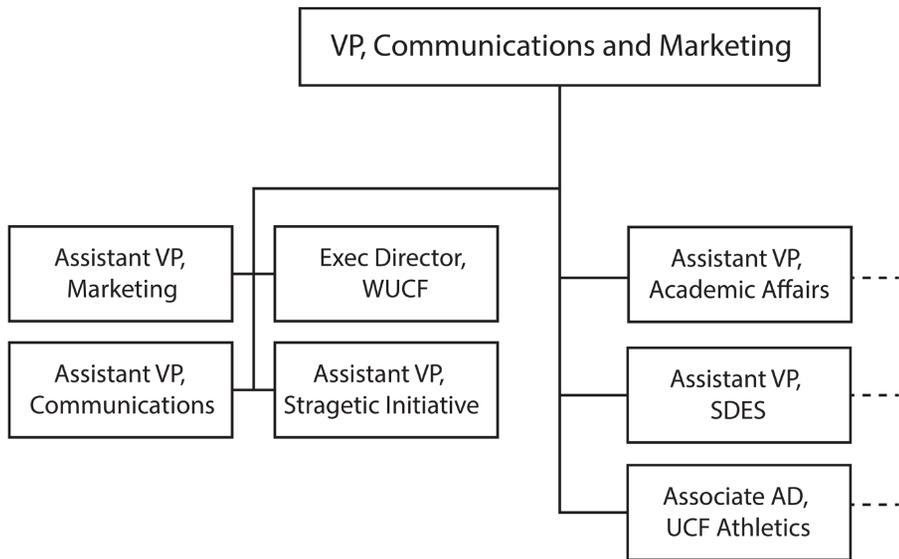
Organizational Alignment Transition

- Following the transition in 2017
 - Division reduced leadership roles to three core roles:
 - Associate VP over C&M division
 - Executive Director over WUCF
 - Assistant VP, spokesperson
 - With reduction in leadership roles lost ties to Provost, Athletics, SDES, College Communicators
- Today, Associate VP attends cabinet meetings in place of VP role
- **Challenge:** UCF's C&M does not have structurally centralized leadership lines to core university divisions

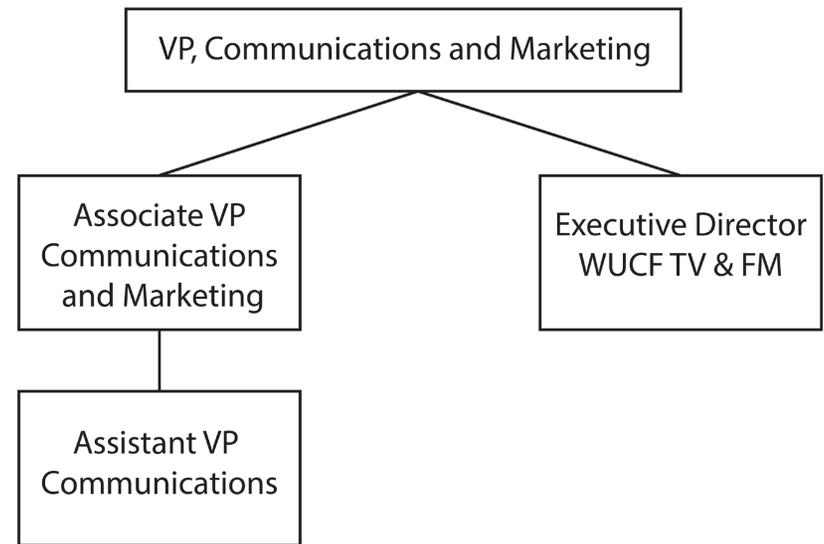


Organizational Alignment Transition

Before 2017 Presidential Transition



After 2017 Presidential Transition



We've Heard: Comments

- High quality social media, great student engagement, high quality work, *Pegasus* magazine is very good
- Decentralized structure - probably a positive structure, but needs work on communication, cohesion, and implementation
- May be under-resourced and stretched thin
- Communication pathway issues, need better structure and policies for navigation
- Need to work on disconnect between Provost office communication and colleges/units and provost communications and central/university level
- Lack of leadership, no unifying vision or leader to look to for guidance
- Seem top-down – need opportunities for more two-way communication
- Not enough collaboration to ensure everyone is on brand
- Kind of an agency/contractor model – help/resources when people need them
- Too much focus on external perspective or communication and not enough internal
- May want to consider time/resources/payoffs internal v. external comm
- Ad agency/journalism focused and not as much academia informed – learn more about higher ed processes (e.g., professor ranks) and higher ed landscape
- Can be a little bit of an us v. them mentality with central/university and others



We've Heard: Themes

- More communications are needed
- Academic, faculty and research are not shared enough
- Fun, campus beauty, student priorities have a heavy focus
- There is a lack of excellence focused messages, excellence isn't shared enough.
- **Challenge**: UCF's C&M has a focus on student recruitment, the student experience and storytelling and limited connection with communications and marketing in academic, research and faculty areas.

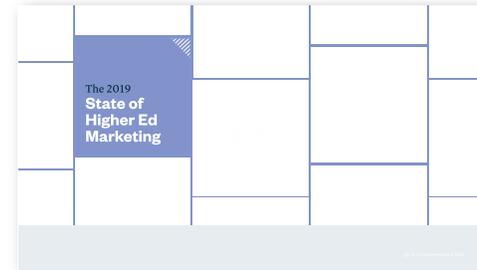


Organizational Alignment: Benchmarking for Success



Organizational Alignment: Research & Process

- Internal & external research conducted to benchmark alignment and resourcing model for Communications & Marketing at UCF
- Compiled data on SUS, Comparison and Aspirational Peer Institutions
 - Collected staffing numbers, reporting and senior leader data
- Researched and reviewed CMO surveys and higher ed surveys
 - Carnegie Dartlet, Deloitte, Gartner, SimpsonScarborough
- Compiled employee data about C&M roles at UCF



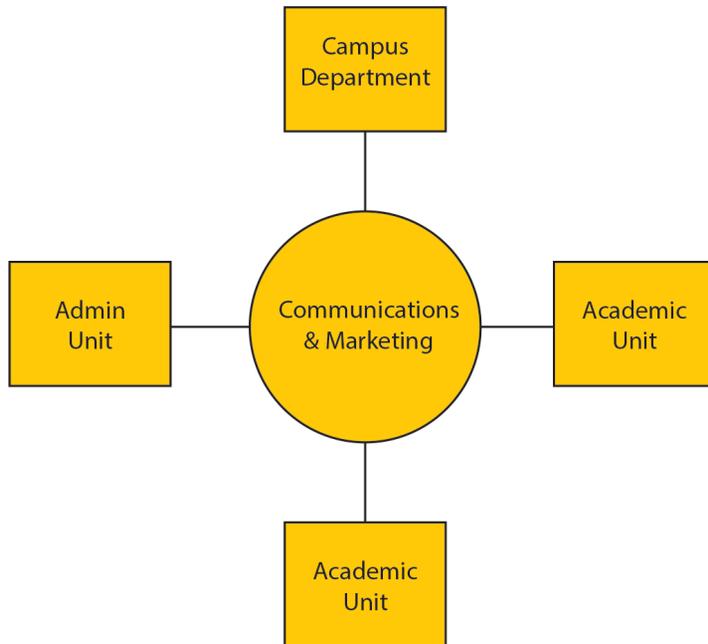
Organizational Alignment: Structural Comparisons

- Peer Results: SUS (e.g. FSU, UF), Comparison (e.g. VCU, Georgia State), and Aspirational (e.g. NC State, UNL)
 - Most have VP-level leadership (25/35)
 - Mix of reporting to areas:
 - President (most often reporting to or the senior most role is part of the cabinet)
 - University Relations
 - University Advancement
- Survey by Carnegie Dartlet found two predominant models:
 - Centralized (44%)
 - In-house Agency (26%)
 - Decentralized (13%)
 - Cost-recovery (8%)

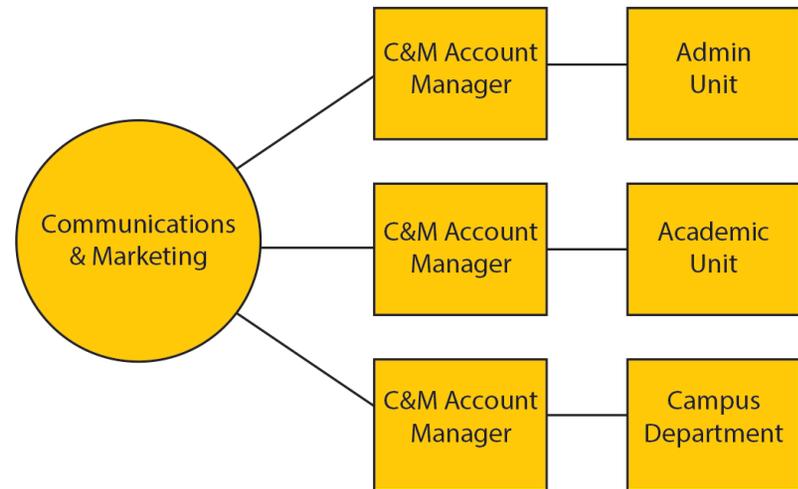


Organizational Alignment: Most Predominant Models

Centralized (44%)



In-house Agency (26%)



Organizational Alignment: Budget Models

- Deloitte CMO survey: 8.6% of firm revenues go to marketing
 - Education spends 11% of firm budget on marketing (small N)
- Gartner survey, companies spend on average **10.5% of company revenue on marketing**
 - Agency investment is almost a quarter of that — **UCF does not utilize an outside marketing agency**
- According to Carnegie Dartlet survey, excluding staffing, **schools spent on average \$1,347,345 for marketing** and reported neglecting strategies due to insufficient funding



Organizational Alignment: Budget Models

- SimpsonScarborough 2019 State of Higher Ed Marketing survey places **mean budgets at 1.37% of overall university budget**
 - 79% stated their area does not have the budget to meet leadership's expectations
 - 77% disagree that they have the staff to meet expectations
- Doctoral institutions averaged 22.3% of their marketing budget on advertising
 - C&M spends 12% of its budget on media and advertising
- **Challenge**: C&M is under-resourced based on industry research and surveys



Organizational Alignment: UCF C&M Budget

	Actual Annual \$	% of Gross Revenue
Gross Revenue	\$ 1,200,000,000	100%
Communications and Marketing Budget		
C&M Salaries	\$ 4,819,974	0.40%
C&M Operations	\$ 4,196,038	0.35%
Total C&M Division Budget	\$ 9,016,012	0.75%
UCF Roles (excluding C&M Division)	\$ 6,773,220	0.56%
Total Combined Budget (C&M Division & other UCF Roles)	\$ 15,789,232	1.32%

Organizational Alignment: Recommendations

Organizational Alignment: Leadership

Recommendation – The senior communications and marketing officer should be part of the president’s cabinet.

At SUS, comparison and aspirational institutions, most senior communications and marketing leaders have a seat within the president’s cabinet no matter their title. This trend has become more commonplace in higher education. According to the SimpsonScarborough 2019 State of Higher Ed Marketing survey, **55% of respondents reported directly to the president and 57% were members of the cabinet or leadership team at doctoral institutions.** Additionally, 43% of all respondents listed both. Doctoral institutions were more likely to have VP roles.

Organizational Alignment: Unit Structure

Recommendation — Remain hybrid in-house agency model and increase annual budget to match or exceed 1.37% of gross revenue.

PROS

- Adds \$7.4 million in resources to C&M division, bring resources up to averages with others
- Can be used to extended media reach into three other Florida markets, and may gain limited reach into the Southeast and beyond
- Portion can be used to fund personnel to work directly with colleges creating deeper relationships
- Can create dedicated budgets for recruitment, and create budgets for traditionally unfunded initiatives such as equity, diversity and inclusion and student SCH campaigns

CONS

- Will need dedicated positions to manage relationships
- Funding may not be sufficient to cost-share for all initiatives
- Investment during current financially challenging scenario may be difficult to fund



Organizational Alignment: Unit Structure

Recommendation – Centralize all Communications and Marketing roles and functions, integrate positions in colleges and departments with reporting lines to C&M division

PROS

- Provide direct responsibility to central for communications and marketing functions
- Can help align goals between colleges, units, and top-level university goals
- Will increase knowledge and capability at the college and unit level

CONS

- Does not provide additional funding for positions or funding for increased demand on central resources
- May lead to re-tasking or restructuring team members in units outside of C&M
- Colleges and units may push back on alignment or perceived loss of resources



Organizational Alignment: Elements for Success

- **Seat at the table**
 - Communications and Marketing needs to be able to listen and advise during discussions
 - Consideration of communications and marketing impacts during planning of initiatives, not after – proactive vs. reactive
- **Funding to meet expectations**
 - Orlando, Tampa and Miami are all top 20 DMAs and Jacksonville is top 50. Media and advertising is expensive in Florida to break through with message.
 - Due to budget cuts and carry-forward scrapes, in FY21 advertising budget will drop from \$900,000 on average to \$568,000 – reach will be reduced and limited
- **Responsibility to guide communications and marketing across UCF**
 - C&M receives the criticism, but does not have responsibility or ownership
 - With more responsibility and oversight, C&M can align messages more and help elevate faculty, research and academic messaging





Lindsay Neuberger, Ph.D.

Associate Professor
Nicholson School of Communication and Media
lindsay.neuberger@ucf.edu

Patrick Burt

Associate Vice President
for Communications and Marketing
patrick.burt@ucf.edu

