



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees Meeting
June 18, 2020
FAIRWINDS Alumni Center
8:30 a.m. – 1:30 p.m.**

Livestream: <https://youtu.be/sPjz3cUp2PU>

AGENDA

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|---|-------------|---|
| 1. Welcome and Call to Order | | Beverly Seay, <i>Chair, UCF Board of Trustees</i> |
| 2. Roll Call | | Karen Monteleone, <i>Assistant Vice President, Board Relations</i> |
| 3. Public Comment | | Karen Monteleone |
| 4. Minutes of the April 23, 2020 meeting and the May 21, 2020 retreat | | Chair Seay |
| 5. Remarks | | Chair Seay |
| 6. Reports (<i>60 minutes</i>) | | |
| | Discussion | President's Action Report
<i>President Cartwright</i> |
| INFO – 1 | Information | Legislative Update
<i>Janet Owen, Vice President, Government Relations</i> |
| BOT – 1 | Motion | UCF's Reopening Plan
<i>President Cartwright</i>
<i>Presenters: Michael Johnson, Interim Provost and Vice President for Academic Affairs</i>
<i>Rhonda Bishop, Vice President for Compliance and Risk</i>
<i>Michael Deichen, Associate Vice President, Student Health Services</i> |

7. Break (15 minutes)

8. Reports, continued (90 minutes)

INFO – 2	Information	Direct Support Organizations (DSO) Emerging Issue Update (60 minutes) <i>Trustee Kenneth Bradley</i> <i>Presenter: Margaret Jarrell-Cole, Associate Vice President, Direct Support Organizations</i>
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INFO – 3	Information	Emerging Issues Updates (30 minutes) <i>Chair Seay</i>
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9. Break (15 minutes)

10. Committee Reports (45 minutes)

Advancement	Chair Gaekwad
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Audit and Compliance	Chair Conte
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Compensation and Labor	Chair Sprouls
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Educational Programs	Chair Bradley
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EP – 1	Motion	New Degree Program Proposal: Master of Science in Themed Experience (<i>Bradley</i>)
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EP – 2	Motion	Conferral of Degrees for Summer 2020 Commencement Ceremonies (<i>Bradley</i>)
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Executive Committee	Chair Seay
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Finance and Facilities	Chair Martins
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FF – 1	Motion	Five-Year Capital Improvement Plan
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Governance	Chair Yeargin
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11. Consent Agenda	Chair Seay
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ADV – 1	Motion	Proposed Change to UCF Collegiate License Plate Revenue Allocations (<i>Gaekwad</i>)
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EP – 3	Motion	Tenure with Hire (<i>Bradley</i>)
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EP – 4	Motion	Second Amended and Restated Educational Programs Committee Charter (<i>Bradley</i>)
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FF – 2	Motion	FY 2020-21 Continuation Operating Budget <i>(Martins)</i>
FF – 3	Motion	2020-21 Direct Support Organizations’ Budgets <i>(Martins)</i>
FF – 4	Motion	UCF Athletics Association Request to Participate in the CARES Act Payroll Tax Deferral Program <i>(Martins)</i>
FF – 5	Motion	Release of Unrestricted UCF Stadium Corporation Revenues <i>(Martins)</i>
FF – 6	Motion	Renewal of Lines of Credit – Fifth Third Bank <i>(Martins)</i>
FF – 7	Motion	UCF Lake Nona Cancer Center: Amended and Restated Master Lease <i>(Martins)</i>
FF – 8	Motion	UCF Lake Nona Cancer Center: Amended and Restated UCFAH Sublease <i>(Martins)</i>
FF – 9	Motion	UCF Investment Policy Manual Update <i>(Martins)</i>
GOV – 1	Motion	Board Policy for University Operating, Carryforward, and Capital Outlay Budgets <i>(Yeargin)</i>
GOV – 2	Motion	Proposed University Regulations UCF-2.037 Special Provisions for Veterans and Active Duty Military Students and UCF-2.040 Development, Approval, Termination, and Suspension of Degree Programs <i>(Yeargin)</i>
GOV – 3	Motion	Amendments to University Regulation UCF-4.014 Investments <i>(Yeargin)</i>
GOV – 4	Motion	Amendments to University Regulations UCF-6.007 Parking/Traffic Enforcement and UCF-6.008 Vehicle Registration Fees; Parking Violation Fines <i>(Yeargin)</i>
GOV – 5	Motion	Amendments to University Regulations UCF-5.006 Student Rights and Responsibilities, UCF-5.007 Office of Student Conduct; Scope: Student Conduct Records, UCF-5.008 Rules of Conduct, UCF-5.009

Student Conduct Review Process; Sanctions, UCF 5.010 Student Conduct Appeals, UCF-5.011 Scope; Authority; Principles of Group Responsibility; Violations of Law and Rule of Conduct Violations; Registered Student Organizational Conduct Records, UCF5-012 Organizational Rules of Conduct, UCF-5.013 Organizational Conduct Review Process; Sanctions; Appeals, UCF-5.015 Student Academic Behavior Standards (*Yeargin*)

GOV – 6 Motion

UCF Board of Trustees Conflict of Interest Statement and Disclosure Form (*Yeargin*)

GOV – 7 Motion

Statement on Board Self-Assessment (*Yeargin*)

GOV – 8 Motion

Governance Committee Charter Amendments (*Yeargin*)

12. New Business (30 minutes)

Chair Seay

BOT – 2 Motion

Enterprise ERP Upgrade
Vice Chair Martins and Trustee Harold Mills
Presenters: Joe Trubacz, Interim Vice President and Chief Financial Officer
Mike Sink, Associate Vice President and IT Chief Operating Officer

13. Announcements

Chair Seay

INFO – 4 Information

Board of Trustees 2021 Meeting Dates
Chair Seay
Presenter: Karen Monteleone

Board of Governors Meeting

June 23, 2020
University of Central Florida

Board of Governors Meeting

July 21, 2020 (*Tentative*)

Board of Trustees Meeting

July 23, 2020
Teleconference Meeting

Board of Trustees Meeting

August 20, 2020
TBD

14. Break (15 minutes)

Chair Seay

15. Trustee Working Lunch (*60 minutes*)

INFO – 5

Information

UCF Global Emerging Issue Update

Trustee Danny Gaekwad

Presenter: Jeff Jones, Vice Provost, UCF Connect

16. Adjournment

Chair Seay

**Minutes
Board of Trustees Meeting
University of Central Florida
April 23, 2020**

Chair Beverly Seay called the meeting of the Board of Trustees to order at 8:30 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.

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

Trustee John Sprouls was not present.

PUBLIC COMMENT

There was one request for public comment. Michael Wensinger commented on the class format and selection process in the College of Business.

MINUTES

Seay called for approval of the minutes of February 20, March 13, March 20, March 24, and March 26, 2020 meeting minutes which were approved as presented.

REMARKS

Seay stated the past two weeks included productive meetings with President Alexander Cartwright to discuss the urgency in guiding the university through the challenges it has been facing. She said the university must separate financial issues from the COVID-19 impact so the university can use the funds from the government appropriately.

Seay said that UCF's Crisis Management Team has identified risks and presented scenarios to the university's leadership team to guide decision making through the COVID-19 crisis. She stated the Board's role is to ensure that UCF is delivering on its mission as efficiently and effectively as possible to the benefit of the Central Florida region, the state and the nation. Seay requested that all university presenters come to board meetings ready to share information about key emerging issues, to directly answer questions related to these topics, and to follow up with additional information as necessary to better enable the university to reach its goal of preeminence.

Seay welcomed Dr. Joseph Harrington to the board as the new Faculty Senate Chair and new member of the Board of Trustees and extended the board's gratitude to former Trustee William Self for his service to the Board.

Seay called on Cartwright for his remarks.

Cartwright echoed Seay's comments regarding Harrington and Self. He thanked Seay and the board for their selection and their work on the emerging issues thus far. He noted COVID-19 will shape the university for months to come. Cartwright said that during his first two weeks, four key themes have emerged from his time with faculty, staff and students:

- The virtual world cannot replace the physical campus, or the organic interactions and social connections between our students, faculty and staff.
- The university must apply the lessons learned about remote learning and working to better serve our university community and structure its operations.
- UCF is a key driver of talent and innovation for Central Florida and the state.
- We are all in this together.

DISCUSSION

COVID-19 and UCF's Strategic Future

Seay acknowledged the work of the internal Emerging Issues Crisis Response Team in addressing the potential impacts of COVID-19. Seay noted that she received regular updates from the staff lead and had conversations with the Interim President to provide further direction on board communications and discussions. She said the Board was proactively informed of university announcements regarding changes in operations.

Seay called on Cartwright to provide the board with information and a series of scenarios outlining the implications and potential impacts of UCF's strategic future with COVID-19. Cartwright said UCF has been working closely with the Board of Governors and in constant communication with other SUS institutions on what actions they are taking to control costs. Cartwright noted that federal money UCF received from the CARES Act is the largest allocation in the state. He said half of the money will go to students and the other half will help with university costs related to COVID-19.

Additionally, UCF is projecting savings through June 30 of more than \$13 million because of the cost-cutting measures taken on April 1 in form of hiring, travel and purchasing freezes as well as changes made to facilities staff.

Cartwright stated that UCF's number one focus right now is on operational efficiencies and reducing non-personnel costs. He outlined the three broad scenarios that will be used for strategic planning.

The trustees had the following comments:

- Yeargin said the university needs to adjust its cost and business model assuming the worst with the expectation of opening in the fall.

- Harrington requested the plan we engage in should reflect data that it has worked at other universities.
- Walsh suggested non-core and non-essential activities be outsourced. He recommended looking at all areas and not to leave anything on the table.

REPORTS

INFO-2 IT and Cybersecurity Emerging Issues Update

Seay recognized Mills to moderate the discussion on IT and Cybersecurity.

Joel Hartman, Vice President for Information Technology and Resources and Chief Information Officer, presented on UCF Information Technology.

The trustees had the following comments:

- Bradley inquired as to the estimated savings of a centrally based IT. Hartman said there would not be large savings, but the expenditures would spread out with better outcomes and performance. Bradley asked if there were any models were there were shared IT services across multiple state universities.
- Harrington indicated the level of service dropped in the college when they centralized. The cost to the colleges also increased to support an additional network. He recommended when researching to ask the colleges that have opted out to see what they are doing and what their costs are.
- Yeargin requested we do not throw accountability out of the window for colleges that opted out of this university initiative.

Chris Vakhordjian, Chief Information Security Officer, presented on cybersecurity.

The trustees had the following comments:

- Seay requested regular cybersecurity updates at future board meetings.
- Martins asked if the processes and protocols for security differ for our shared network and distributed network. If so, how and how much risk is that putting on the university. Vakhordjian said there are processes and protocols that differ but overall there are security policies at the university level that must be in compliance. However, Vakhordjian stated that central IT cannot oversee all the individual policies and protocols which could put the university at a higher risk.
- McAlpin asked how to better gain the trust of the colleges across campus in joining the shared service. Vakhordjian stated we needed to understand their concerns.

Mills made a motion to instruct Dr. Cartwright and staff to engage outside expertise to develop an execution and implementation plan toward completing the rollout and mandating the IT2020 Vision and develop the financial model that identifies implementation costs as well as the medium- and long-term financial impact of the IT2020 vision with Martins providing the second. The motion passed unanimously.

INFO-3 UCF Health Emerging Issues Update

Seay recognized Conte to moderate the discussion on the UCF Health update.

Conte discussed college funding and his efforts in understanding and applying for additional state funding. He also discussed raising tuition rates. He indicated \$2.6 million spending authority was awarded by the Legislature.

Deborah C. German, MD, Vice President for Health Affairs, presented on the clinical mission update.

Danny Cavallo, Chief Financial Officer College of Medicine, AVP Finance and Administration Academic Health Science Center, and Marcia Katz, MD, Associate Dean of Clinical Affairs, Chief Medical Officer, Professor of Medicine, presented on UCF Health financials.

The trustees had the following comments:

- Walsh indicated there should be a contingency plan in place including reaching out to private practices. He also suggested that the President list this area as a high priority for rebalancing of resources, if needed.

ADVANCEMENT COMMITTEE REPORT

Gaekwad, Chair of the Advancement committee, reported highlights from the committee meeting held on April 22, 2020. He reported ADV-1 was unanimously approved by the committee and placed on the consent agenda.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Conte, Chair of the Audit and Compliance Committee, reported the committee had not met since the last Board of Trustees meeting.

COMPENSATION AND LABOR COMMITTEE REPORT

Okaty, Vice-Chair of the Compensation and Compliance Committee, reported on highlights from the committee meeting held on April 21, 2020. He reported CL-1 through CL-3 were unanimously approved by the committee and placed on the consent agenda today.

EDUCATIONAL PROGRAMS COMMITTEE REPORT

Bradley, Chair of the Educational Programs Committee, reported highlights from the committee meeting held April 9, 2020. He also thanked the faculty and students for moving to remote instruction due to COVID-19.

EP-1 Conferral of Degrees for Spring 2020

Bradley moved to approve EP-1 and Yeargin provided the second. The motion passed unanimously.

EP-2 UCF 2020 Accountability Plan

Bradley moved to approved EP-2 as presented with Martins providing the second. The motion passed unanimously. He requested the agenda item come back to the committee no later than the November 2020 meeting.

Bradley reported EP-3 and EP-4 were unanimously approved by the committee and placed on the consent agenda today.

EXECUTIVE COMMITTEE REPORT

Seay, Chair of the Executive Committee, reported the committee did not meet since the last board meeting however, the Board Relations Office will soon be contacting the Executive Committee members to schedule a meeting in the upcoming weeks. She indicated she asked staff to move the updates on all other Emerging Issues from today's agenda to the Executive Committee agenda.

FINANCE AND FACILITIES COMMITTEE REPORT

Martins, Chair of the Finance and Facilities Committee, reported on highlights from the meeting held on April 22, 2020. Martins reported that FF – 1 through FF – 3 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 April 13, 2020. He reported that GOV-1 through GOV-6 were unanimously approved by the committee and placed on the board's consent agenda.

CONSENT AGENDA

Walsh asked to remove EP-4 from the consent agenda for further discussion.

Yeargin moved to approve the remainder of the consent agenda removing EP-4 with Walsh providing the second. The motion was unanimously approved.

For the purpose of discussion, Bradley moved to approve EP-4 with Yeargin providing the second.

Chair Seay turned the floor over to Bradley and asked him to moderate the tenure discussion.

Walsh requested to defer the vote on EP-4 until May due to COVID-19. This request is to give the President and leadership time to review this item and any financial commitments that may come with it. Walsh said this item is coming to the board for approval a month early.

Bradley recognized Michael Johnson, Interim Provost, to provide an overview of tenure.

Bradley also recognized Dr. William Self to provide input on tenure since he was a member of the Educational and Programs Committee when this item was approved.

This led to a discussion about the definition and practice of tenure.

Walsh moved to amend the motion by Bradley to postpone the vote on EP-4 until May. Gaekwad provided the second. The motion failed with two affirmative votes from Walsh and Gaekwad.

Bradley restated the motion to approve EP-4 with Yeargin providing the second. The motion passed with opposition from Walsh and Gaekwad.

Trustee Working Lunch

INFO-4 Communications and Marketing Emerging Issue Update

Seay recognized Gray to moderate the discussion on the Communications and Marketing Update.

Patrick Burt, Associate Vice President, Communications and Marketing and Lindsay Neuberger, Associate Professor, Nicholson School of Communication and Media, presented on the Communications and Marketing Update.

The trustees had the following comments:

- Bradley inquired about paid media requests.
- Bradley and Seay thanked Gray for his service to the board. Seay also announced the board reached 100 percent participation in the Kyler Giving Challenge which supports students facing housing insecurities.

ANNOUNCEMENTS

Seay made several announcements regarding upcoming meetings, stating that whether these upcoming meetings are location-based or virtual will be determined in accordance with current COVID-19 guidelines.

ADJOURNMENT

Seay adjourned the board meeting at 1:27 p.m.

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

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

**Minutes
Board of Trustees Retreat
University of Central Florida
May 21, 2020**

Chair Beverly Seay called the Board of Trustees Retreat to order at 8:30 a.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined 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, Joseph Harrington, Sabrina La Rosa, Caryl McAlpin, Harold Mills, Michael Okaty, and David Walsh. Trustees Sprouls and Yeargin were not present.

REMARKS

Seay indicated the goal of the retreat is to collectively and constructively engage in dialogue with President Cartwright and staff about critical issues facing the university, and come to consensus on areas of focus for the next fiscal year that will move UCF closer to the goal of creating the best metropolitan research university in the nation.

Seay welcomed Sabrina La Rosa to the board as the new Student Government President and new member of the Board of Trustees.

REPORTS

INFO-1 President's Action Report

President Alexander Cartwright shared his action plan as outlined below:

- **Provost's Office:** Appointed Dr. Michael Johnson to serve as UCF's interim provost for the next two years and plan to launch a national search no earlier than Fall 2021. Dr. Johnson will provide leadership to enterprise-level initiatives that will make us more efficient and transparent, such as the budget redesign model, and include more faculty in institutional planning that is critical for decision-making.
- **Research:** This summer, UCF will engage an outside consultant to review the research enterprise, including contracting procedures and support provided to researchers by General Counsel. This fall, UCF will schedule a special Board retreat to present results of the review and return on investment and metrics for evaluating research productivity.

- Student Success: This summer, we will engage with an outside consultant to focus on remaining units in Student Development and Enrollment Services to ensure we are best organized to provide a dynamic experience for students. This review will be in addition to our work evaluating our Housing operations and look at strategic enrollment. Preliminary recommendations will be complete by September 2020.
- Medical Affairs: Launch a strategic planning process for our Academic Health Sciences Center to facilitate deeper conversations with our internal stakeholders, community leaders, partners and the Board of Trustees around the center's vision and investment needed to fulfill that vision.
- Equity, Inclusion and Diversity: Continue to work with Interim Chief Equity, Inclusion and Diversity Officer Dr. Kent Butler to evaluate our current organizational structure and develop a vision for an office and initiatives focused on our commitment to inclusivity and diversity across our entire campus and in our connections to the community, consistent with our aspirations as a world-class, dynamic metropolitan research institution and one of the nation's leading diverse universities.
- Information Technology: UCF has begun the procurement process to select a consulting firm that will help deliver an execution plan to complete the IT2020 shared services project. The selected consultant should be under contract by July 1. In addition, we are launching a national search for our next chief information officer responsible for building this organization.
- Administration and Finance: Launch national searches for a permanent chief financial officer and chief operations officer, committing to an inclusive search process that will engage internal and external experts to help evaluate candidates.
- Communications and Marketing: Focus efforts on recruiting local students, as well as sharing messages of student success, encouraging existing students to continue their education and virtual academic and student support services. The division is developing a campaign with targeted advertising toward admitted and prospective students, highlighting UCF's strong 20-plus years in digital learning.

Discussion COVID-19 and Re-opening UCF

Cartwright, Rhonda Bishop, Vice President for Compliance and Risk, and Dr. Michael Deichen, Associate Vice President for Student Health Services, presented on COVID-19 and Re-opening UCF.

Cartwright indicated the university would be presenting the re-opening plan to the Board of Trustees at the June 18th meeting and to the Board of Governor's at the June 23rd meeting.

The trustees had the following comments:

- Harrington, Martins, McAlpin and Mills recommended UCF include temperature checks

in the reopening plan.

- Okaty recommended partnering with a local blood bank or organization on antibody testing.
- Conte asked for information on the plans for Fraternity and Sorority life, once determined.
- La Rosa requested information on an opt-out option for classes if a student was to contract COVID and could not continue their studies.

Discussion Fiscal Year 2021 Planning and Priorities

Cartwright asked for the board's guidance on Fiscal Year 2021 Planning and Priorities.

The trustees had the following comments:

- Conte suggested we discuss how UCF wants to prioritize the fiscal year 2021 planning and priorities.
- Bradley suggested enrollment portfolio management, the athletic program and the board's governance.
- Martins suggested evaluating and updating the strategic plan.
- Mills suggested student success and initiatives.
- Walsh suggested looking at what the region provides and how to support it in research; administrative excellence and privatization; and to expand access to undergraduate excellence.
- Harrington suggested that upper level classes have professors that have had success in their field and reaching out to K-12 to start recruiting student to support access.
- Seay suggested exploring areas at UCF where we can strengthen rankings to assist in attracting faculty, students and funding.
- Gaekwad suggested we determine where our strengths are by looking at research over the past five to ten years and building a strategic plan based on those metrics.

INFO-2 Financial Overview

Joseph Trubacz, Interim Chief Financial Officer, Kathy Mitchell, Associate Vice President for Financial Initiatives, and Kristie Harris, Associate Vice President for Financial Affairs presented a Financial Overview.

The trustees had the following comments:

- Mills asked for the total cost per credit hour over the last five years, what the fees have been and how they have changed.
- Harrington asked if the Cares Act funding applies to auxiliaries as well as its stipulations.
- Walsh asked about outsourcing some of the aspects of the auxiliaries.
- Okaty asked if the auxiliaries were meant to make money or to provide services.
- McAlpin asked if there was a report showing where the surplus funds of auxiliaries go to support other university initiatives. She also asked how much extra funds were in the other auxiliaries.
- Harrington asked for different ways of presenting the material such as a graphic reflecting the debt service and whose money flows to what university initiative. Trubacz said he would provide Harrington with the debt service schedule. Seay and Cartwright indicated the information is gathered manually and it will be difficult to provide different ways of presenting the material at this time. Martins said this is not solved by just the new Budget Model; a major investment in an ERP system will help to solve, track, manage and provide oversight.

INFO-3 Budget Model Redesign

Seay recognized Martins to moderate the discussion on the Budget Model Redesign.

Trubacz, Harris, Paul Jarley, Dean of the College of Business, and Gregory Bedell, Jaime Ontiveros and Adam Meyer from the Huron group, presented on the Budget Model Redesign.

The trustees had the following comments:

- Harrington requested Jarley to present to the Faculty Senate.
- Mills recommended including all of the colleges in the budget model.
- Harris requested a conversation with Mills and Huron to explain the hold harmless year.

INFO-4 Enterprise ERP Upgrade

Seay recognized Mills to moderate the discussion on the Enterprise ERP Upgrade.

Michael Sink, Associate Vice President and IT Chief Operating Officer and Jennifer Pavelec and Cara Grib from the Huron group presented on the Enterprise ERP Upgrade.

The trustees had the following comments:

- Conte recommended to prioritize areas and implement them first, utilizing a phased approach.
- Walsh asked when this would come to the board. Seay and Martins recommended the Board of Trustees vote on the Enterprise ERP Upgrade at the next board meeting.

ADJOURNMENT

Seay adjourned the board meeting at 3:22 p.m.

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

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

ITEM: INFO-1

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Legislative Update

Background:

Janet Owen, Vice President for Government & Community Relations, will provide an update on the fiscal outlook and state budget for FY 20-21, as well as significant legislation impacting SUS and UCF.

Issues to be Considered:

Findings presented are for information 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 approved adding this item to the agenda.

Submitted by:

Janet Owen, Vice President for Government Relations

Supporting Documentation:

Attachment A: 2020 Legislative Session

Facilitators/Presenters:

Janet Owen

Attachment A

2020 Legislative Session

Office of Government & Community Relations



2020 Legislative Session

- Overtime: Budget Finalized: **Saturday, March 14**
- Final Vote: **Thursday, March 19**
- Bills Filed: **3,518**
- Bills Passed: **210**
- Governor has approved: **42 Bills**
 - has not received: **26 Bills**
 - pending on the desk: **138 Bills**

June 17th: Governor received the FY 20-21 Budget

2020 Legislative Session

The Environment

Teacher Pay

The State University Hot Topics:

The Integrity of Research

Compensating Student Athletes

Naming Rights – Corporate Sponsorships

Presidential Searches

University Mergers

Florida's FY 2020-21 Budget = \$93.2B

FY 2019-20	\$91 billion
FY 2018-19	\$88.7 billion
FY 2017-18	\$82.4 billion
FY 2016-17	\$82.3 billion
FY 2015-16	\$78.7 billion
FY 2014-15	\$77.1 billion

2020 Legislative Session

- **\$93.2 Billion Budget**
- **General Revenue:** \$35.2 billion
- **Trust Funds:** \$58 billion
- **Reserves:** \$3.8 billion
- **New Teacher Salaries:** \$500 million
(minimum salary for teachers to \$47,500)
- **Veteran Teachers:** \$100 million
- **Back-to-School Tax Holiday:** \$41.8 million

2020 Legislative Session

FLORIDA TAXWATCH

“Turkey List”

Identified 180 Projects

Totaling: \$136.3 million

VETO HISTORY

2019	\$131 million
2018	\$64 million
2017	\$409 million
2016	\$256 million
2015	\$461 million
2014	\$68 million
2013	\$368 million
2012	\$142 million
2011	\$615 million

Pillars of Excellence



Performance Based

- All universities participate
- Basic blocking and tackling
- Excellence and continuous improvement
- Retention, graduation rates, degree production, jobs
- Funds allocated based on PBF plan

Preeminence/National Rankings

- Preeminent universities participate
- Focus on national rankings
- Increase research
- Increase endowments through giving
- World Class Faculty
- Funds allocated by the Legislature

Universities of Distinction

- Non-preeminent universities participate
- Focus on core competence to build to excellence
- Specific metrics that builds excellence
- Meet current and future workforce needs
- Funds allocated based on metrics determined by the Board of Governors

Performance Funding Pot: \$560,000,000

University Investment		State Investment	
2014	\$65 million	2014	\$100 million
2015	\$250 million	2015	\$150 million
2016	\$275 million	2016	\$225 million
2017	\$275 million	2017	\$245 million
2018	\$295 million	2018	\$265 million

- 2019: No increase in the State or University Investment
- 2020: No increase in the State or University Investment

Preeminence Funding

- **Preeminence Funding:**
\$ -0- (for last two sessions)
- **UF/FSU National Ranking Enhancement:**
\$ 30,000,000 (\$15 million equally split)

Other FY20-21 Funding Outcomes

- **BOG:** “Universities of Distinction:” \$15 million*
 - Individual Project “Universities of Distinction” Funding:
 - **FGCU:** \$3 million
 - **UNF:** \$6 million
 - **UF:** An additional \$25 million
 - **FIU:** An additional \$17 million
- * **CAN BE VETOED**

UCF 2020 Legislative Priorities

UD-UCF: “Power Up” (\$21.4M)

BOG Approved: \$12 million

BRIDG

\$10 million

Responders

Community Partnership Schools

\$7.1 million

Florida Center for Nursing

\$600 million

Carry Forward Reduction

\$7.3 million

SB 72

- **Creates Universities of Distinction Initiative in Law**
- **Repeals Funding Language for Emerging Preeminent Universities**
- **Clarification 4-year grad rate is for FTICs**
- **PBF Metric Changes (effective 2021-22):**
 - Adds 2-year grad rate for FCS AA transfers
 - Adds 6-year grad rate for Pell Grant FTIC awardees

SB 72

- **Removes \$300 textbook stipend for FL Academic Scholars (GAA)**
- **BOG LBR: 5-year Trend on # of Faculty & Administrators**
- **BOG Authorized to Define Faculty & Administrator**
- **New Conflict of Interest Language**

Other Bills

- **Intercollegiate Athlete Compensation & Rights (SB 646)**
- **Athletic Trainers (SB 226)**
- **E-Verify (SB 664)**
- **Postsecondary Education For Certain Military Personnel (HB 171)**

Latest Developments

- **New Carryforward Flexibilities**
- **Bright Futures**
- **6/23 Board of Governors Meeting at UCF**

ITEM: BOT-1

UCF BOARD OF TRUSTEES

June 18, 2020

Title: UCF's Return to Campus and Reopening Plans

Background:

Both plans outline efforts by many university members to develop a flexible approach to reopen campus while considering adjustments if conditions improve or worsen. While these plans and health measures will be implemented at all our campuses, the expectation is that the plans will guide addressing the unique needs and challenges within our programs, spaces, and campus locations. By committing to a caring culture that starts with our personal behavior and acceptance of responsibility to our community, these plans prioritize the health and well-being of all UCF students, faculty, staff, vendors, volunteers, and visitors and provides a roadmap for continuing to provide exceptional academic, research, and athletic programs and services.

An overview of each plan is attached for consideration and approval by the board:

1. UCF Return to Campus Plan: This plan provides a detailed overview of the university's planning and the plan for returning to campus in a phased approach. This plan is organized to reflect the specific areas of operation addressed by the plan and aligns with the elements of the Board of Governors' Blueprint for Reopening Campus for Fall Semester 2020. This plan was developed with input from faculty, staff, and students and feedback was provided through multiple townhalls.
2. UCF Reopening Plan: This plan is formatted as required by the Board of Governors and aligns with the elements of the Board of Governors' Blueprint for Reopening Campus for Fall Semester 2020. Once approved, the final version will be submitted to the Board of Governors and will be presented at the June 23, 2020, Board of Governors meeting. The Reopening Plan does not encompass all of the areas addressed in the Return to Campus Plan.

Issues to be Considered:

- If the plans align with the State University System of Florida Blueprint for Reopening Campuses.
- If the plans adequately address and prioritize the health, safety, and concern for UCF students, faculty, staff, vendors, volunteers and visitors.
- How the university is prepared to respond should adjustments be necessary to address conditions improving or worsening.

Alternatives to Decision:

Approve the plans with amendments.

Fiscal Impact and Source of Funding:

There will be a fiscal impact due to COVID-19. The CFO and COO will be available to provide a summary of the fiscal impact.

Recommended Action:

Recommend approval of UCF's Reopening Plan for final submission to the Florida Board of Governors and the UCF Return to Campus Plan for full implementation.

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 Seay approved adding this item to the agenda.

Submitted by:

Alexander Cartwright, President, University of Central Florida

Supporting Documentation:

Attachment A: UCF Return to Campus Plan

Attachment B: UCF Reopening Plan

Attachment C: UCF Return to Campus Slide Presentation

Facilitators/Presenters:

President Cartwright

Michael Johnson, Interim Provost and Vice President for Academic Affairs

Rhonda Bishop, Vice President for Compliance and Risk

Michael Deichen, Associate Vice President, Student Health Services



Attachment A



UCF RETURN TO CAMPUS PLAN

FALL 2020

KNIGHTS RISE TO THE CHALLENGE

While the University of Central Florida and the entire world continue to face challenges from COVID-19, it is critical that we take care of each other and ourselves. Knights are known for our optimism, ingenuity and true compassion for those around us. That compassion allows us to understand that many people are struggling from the impacts of the virus, and everyone has been affected in some way. Our UCF community is interconnected and, collectively, we must continue to support each other.

In the pages that follow, you will find UCF's plan for responding to COVID-19 and how we will begin returning to campus. In all of our efforts, our first priority is the health and well-being of our campus community and visitors. We will be flexible, practicing patience and care for each other, as well as adapting our plans if conditions change. We do our best planning together. That is why we sought the collective thinking of our students, faculty and staff in creating this plan. From virtual town halls and surveys, we gained insight into how COVID-19 is affecting those who live, learn and work on our campus and in our community.

Many in our campus community are eager to return to campus, while others may need to continue to learn and work remotely. We will continue to foster community across all of our campuses, in-person and virtually, in new and innovative ways. We will follow new health measures and take personal responsibility as part of our efforts to prioritize health and well-being.

To create a comprehensive path forward for UCF, multiple teams collaborated to develop our return to campus plan focused on the health and well-being of our campus community. Our planning explored multiple scenarios, which will enable us to change direction if conditions or the guidance of government and public health officials evolve. Guidance from the UCF Board of Trustees and the State University System Board of Governors, as well as recommendations from the Centers for Disease Control and Prevention, the Florida Department of Health and other government and public health officials were critical to our planning efforts.

Although I joined UCF at a very unique time, there is no place I would rather be. The optimistic spirit and sense of community that drew me here gives me confidence that we will emerge a stronger institution.

Because, in everything at UCF, Knights always rise to the challenge and Charge On!

Alexander Cartwright

Alexander N. Cartwright, Ph.D.

President



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EXECUTIVE SUMMARY

Over the last few months, Knights have worked tirelessly to respond to the pandemic and plan for the short and long-term impacts that will be left in its wake. This plan outlines efforts by many university members to develop a flexible approach to re-open campus while considering adjustments if conditions improve or worsen. While this plan and health measures will be implemented at all our campuses, the expectation is that this plan will guide addressing the unique needs and challenges within our programs, spaces, and campus locations. By committing to a caring culture that starts with our personal behavior and acceptance of responsibility to our community, this plan prioritizes the health and well-being of all our students, faculty, staff, vendors, volunteers, and visitors and provides a roadmap for continuing to provide exceptional academic, research, and athletic programs and services.

SUMMARY OF UCF PLAN HIGHLIGHTS

- UCF anticipates re-opening campus for the fall semester.
- Planning incorporates thought leadership from various work groups that include representation from faculty, staff, students, and external stakeholders.
- Re-opening will respond to federal, state, and local government guidance in place at the time of UCF's reopening and be guided by health and medical professionals.
- UCF will adhere to the core principle of focusing on the health and well-being of faculty, staff, students, vendors, volunteers, and visitors across all planning.
- UCF will provide updates to the campus community via a variety of mediums including the university's dedicated COVID-19 websites, <https://www.ucf.edu/coronavirus/> and <https://www.ucf.edu/coronavirus/returning-to-ucf/>, through campus messages, social media, and more. UCF will also answer questions submitted to covid19questions@ucf.edu.

RETURN TO CAMPUS

- With the return of students, faculty, and staff, enhanced cleaning and disinfection will occur across campus with increased cleaning frequency in common areas and high-touch point areas consistent with CDC guidance to institutions of higher education.
- Face coverings will be required in university buildings as outlined in university policy, and building capacity (excluding classrooms, laboratories, and health care environments) will be limited to 30% during the initial phase of repopulation; a second phase increase to 50% capacity will be targeted to begin prior to the start of fall semester.
- While return to campus will be permissible, managers and supervisors will be flexible and allow employees to continue remote work to address at-risk needs or where productivity can be maintained from home.
- Prior to returning to campus, faculty, staff, and students will be required to complete return to campus training to ensure understanding of university procedures and protocols.
- Student-athlete participation in organized activity as well as the return of spectators to athletic competition are dependent on state and local guidance as well as plans developed by the American Athletics Conference.

RETURN TO ON-CAMPUS RESEARCH

- Tiered approach to laboratory and research activity will be utilized to phase researchers back to on-campus activities with essential, critical, and COVID-19 response research activities receiving priority.
- Research leadership will use approved laboratory occupancy plans and schedules to manage capacity within spaces as well as support contact tracing as needed.
- Written safety procedures will be present in each laboratory space outlining specific protocols for conducting research safely including specific pandemic precautions.



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RETURN TO ON-CAMPUS INSTRUCTION

- UCF will transition to remote instruction after Thanksgiving break.
- Classroom capacity has been modified to support physical distancing and courses that do not fit within available space on campus will be taught remotely.
- Academic leadership in conjunction with college deans categorized fall course offerings based on class characteristics to determine the priority for face-to-face instruction.
- The UCF Division of Digital Learning will leverage its online learning faculty development expertise to provide training to effectively deliver academic programs in the fall.

RETURN TO ON-CAMPUS HOUSING AND STUDENT ACTIVITIES

- Students will return to on-campus housing for the fall semester.
- UCF will have a reduction in occupancy that includes shifting a select number of doubles to singles.
- Housing residents will be tested upon their return to campus and strategies will be implemented to promote physical distancing during and after the move-in process.
- A hybrid strategy for fall events and activities will offer virtual participation options to students, limit frequency and size of face-to-face interactions, and leverage alternatives (e.g. outdoor spaces) to promote physical distancing.
- UCF leadership continues to partner with Greek organizations with both on-campus and off-campus housing to assist with development of plans that promote health and well-being.
- Plans will address housing and bed capacity, cleaning protocols, common space protocols and expectations, social event plans, and, where applicable, dining arrangements.

TESTING AND TRACING

- UCF has partnered with AVENTUS BioLabs to make COVID-19 testing readily available at its main campus and its Lake Nona medical campus.
- UCF will conduct population (cohort) screening to help identify persons who may be unaware of their illness by implementing a targeted testing approach focused on cohort and closed populations (e.g. students returning to university housing).
- Data will be leveraged to estimate prevalence of COVID-19 and predict potential for outbreaks on campus. The health surveillance data will be used to identify and respond to potential hotspots on campus.
- In conjunction with the Florida Department of Health, a contact tracing program has been designed that will be staffed by UCF student volunteers. The COVID Contact Tracing Committee will coordinate contact tracing at UCF with the Florida Department of Health.
- Policies and procedures have been developed to govern the contact tracing process, which includes response to positive cases identified.
- UCF is leveraging technology to respond to COVID-19 by developing a daily screening and education application for all UCF faculty, staff, and students.



PLANNING

The Emerging Issues and Crisis Response Team (EICRT) provides leadership prior to and during an emerging issue, crisis, or university incident. As part of EICRT's procedures, recommendations for response or policy are made to the president for university action. As appropriate, recommendations are discussed by the president's cabinet prior to execution. EICRT leverages the university's severity index, which allows for identification of risk level and potential impacts. The severity index directs appropriate communication and consultation with the president, board chair, and full board.

EICRT was activated the beginning of February to respond to the developing pandemic that eventually resulted in a rapid transition to remote instruction and work. In early April, EICRT shifted focus to scenario development, which outlined the best, base, and worst case to allow for longer-term planning for financial, operational, and policy impacts. The EICRT team received regular updates and worked in conjunction with the Emergency Operations Center (EOC), the Florida Department of Health (DOH), and other state and local government agencies to facilitate pandemic response under the university's pandemic plan.

The EOC consists of representatives from approximately 30 areas across the university who work together to respond to an incident, including identifying and addressing resource needs, coordinating response efforts, and communicating status updates to leadership and representative areas. Under the university's pandemic plan, the associate vice president for Student Health Services served as the incident lead and provided medical guidance across all planning and coordination with the Florida Department of Health.

As federal and state planning for reopening began, EICRT commenced deliberate planning for a possible return to campus in Fall 2020. The primary focus across all planning efforts was the health and well-being of faculty, staff, students, vendors, volunteers, and visitors, guided by advice from medical and health professionals. Equally important to the university's planning was maintaining the university's unwavering commitment to accessible, affordable, high-quality academic programs and services. The following principles were developed to guide the university's planning efforts:

GUIDING PRINCIPLES

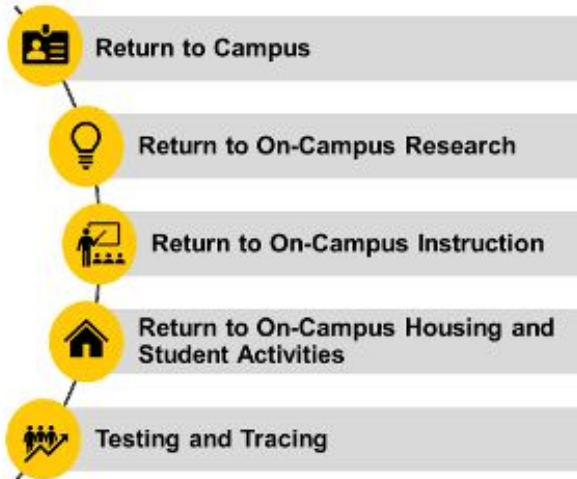
- **Focus on the health and well-being of our faculty, staff, students, vendors, volunteers, and visitors across all planning. (Core Principle).**
- Design a phased approach that will allow us to hold steady, tighten restrictions, or make changes to reflect new guidance.
- Do not force employees or students to return to campus if they are at risk, and where possible allow remote work and remote learning opportunities.
- Support work and course schedules that maintain physical distancing and consider hybrid schedules that blend both on-campus and online options.
- Remain flexible and quickly adjust as new data become available or conditions in our region change.

PLANNING GROUPS

Consistent with how campus was depopulated, planning focused on a phased approach following federal, state, and Board of Governors' guidance for reopening. Five areas of focus were identified and EICRT workgroups were established. Each workgroup was led by an EICRT member and additional subgroups under each focus area were created to target and address specific areas or challenges. Planning included representation from leadership, faculty, and students where applicable. Each team lead provided updates at the EICRT meetings where complex challenges were discussed.

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Planning



RETURN TO CAMPUS PLANNING GROUP

Subgroups: Employee Training, Events and Camps, Signage and Communication, Waivers and Disclaimers

Charge - Prepare the campus and employees for returning to in-person work through policy and protocol development, education, and the development of a phased approach for repopulation.

Key Deliverables

- Provide flexibility for employees requesting to continue remote work
- Adhere scheduling to capacity limits and physical distancing
- Prepare facilities with installation of touchless devices and hand sanitizer stations
- Identify resource needs and use central management of supply chain to purchase face coverings, hand sanitizer, disinfecting wipes, and cleaning supplies
- Implement new cleaning protocols and testing and tracing practices
- Develop policies and appropriate procedures for enforcement and educate employees on expectations
- Provide continuous communication regarding safety measures and expectations
- Install signs across campus
- Coordinate timeline for repopulation with local, state and federal guidelines

RETURN TO ON-CAMPUS RESEARCH PLANNING GROUP

Subgroup: Environmental Health and Safety for Research Re-opening Task Force

Charge - Develop a phased approach for returning faculty, staff, and students to labs and other research activities.

Key Deliverables

- Provide shared research principles
- Develop research tiers
- Establish laboratory cleaning and disinfecting protocols
- Develop education specific to research laboratories
- Create laboratory check list
- Approve occupancy plans prior to returning
- Distribute PPE and ethanol for cleaning



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Subgroups: Classroom Capacity Workgroup, Teaching in the Fall Task Force

Charge - Develop a plan to resume face-to-face instruction and academic affairs services.

Key Deliverables

- Plan for a hybrid scenario with a mix of face-to-face, mixed mode, and online courses
- Develop contingency plans in case a change occurs after fall plans are announced
- Prioritize experiential courses for face-to-face instruction
- Prioritize in-person experiences and learning opportunities for FTICs
- Increase training for faculty on hybrid and online learning
- Identify what will move to online learning
- Establish capacity planning for classrooms and consider ingress and egress

RETURN TO ON-CAMPUS HOUSING AND STUDENT ACTIVITIES PLANNING GROUP

Subgroup: Student Engagement

Charge - Develop a plan for all operational, educational, and well-being needs for students and staff returning to all housing communities and provide a plan to safely engage and support returning and prospective students' campus experiences.

Key Deliverables

- Develop occupancy guidelines
- Reserve residential space for quarantine use
- Prepare housing facilities for physical distancing
- Adjust move-in time period to promote physical distancing
- Reconfigure common areas and establish enhanced cleaning protocols
- Restrict social events and activities
- Develop online activities for residents
- Provide "welcome back" kits with face covering and hand sanitizer and share new safety protocols
- Develop communications for students and parents

TESTING AND TRACING PLANNING GROUP

Subgroup: COVID-19 Digital Solutions Sub-Committee

Charge - Develop a plan for testing, screening, contact tracing and surveillance in coordination with the Florida Department of Health, Orange County.

Key Deliverables

- Include members from Florida Department of Health on task force
- Develop testing and tracing protocols
- Create protocols for the care and quarantine of students in on-campus and managed housing
- Develop an application to promote illness detection and safety measures
- Establish Student Health triage line as the point of contact during initial phase of reopening



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HEALTH AND WELL-BEING MEASURES

To address the core principle of focusing on the health and well-being of our faculty, staff, students, vendors, volunteers, and visitors across all planning, health measures were developed based on CDC and OSHA guidance.

The following health measures are required of all members of the university community including visitors:

- Face coverings are required to be worn in all inside common spaces or when in close proximity to others;
- All members of the university are to practice 6 feet of physical distancing to the greatest extent possible;
- Those with increased risk of severe illness or over the age of 65 are encouraged to continue to work and learn remotely until further notice;
- All faculty, staff, and students will be required to complete education prior to returning to campus; Increased cleaning of common touchpoints, bathrooms, and common areas will remain in place until further notice;
- Testing, tracing, and response to illness protocols will be established to respond to potential cases of COVID-19 in coordination with the Florida Department of Health (and, as applicable, other health authorities);
- All members of the community are to follow good hygiene guidance such as regular hand washing, avoiding touching your face, and disinfecting touched items; and
- Take personal responsibility by following all health measures, including remaining at home when ill.



RETURN TO CAMPUS

UCF's faculty, staff, and students continued to Charge On through the many challenges of COVID-19 and quickly adapted how they worked and learned. With nearly 14,000 employees and over 68,000 students, there is no one-size-fits-all model for returning to campus. While this plan and health measures will be implemented at all our campuses, the ongoing local planning will include addressing the unique needs and challenges within our programs, spaces, and campus locations.

As a leader in tourism with over 75 million people visiting Orlando annually, we know that as our theme parks, beaches, restaurants, and other attractions open, we may face challenges. Therefore, our plan is based on a phased approach consistent with federal, state, and local guidelines and was developed in coordination with the Orange County, Florida Department of Health. UCF also worked closely with local partners such as the Orange County Economic Recovery Task Force to understand proposed reopening strategies and recommendations as well as coordinate UCF's reopening plans with key business and governmental partners. A phased approach allows UCF to hold steady, tighten restrictions, or make changes to reflect changing conditions or new guidance.

Preparing UCF's workplace and workforce for returning to campus and the "new normal" requires our university community to work together. Recognizing the pandemic may have a greater impact on some members of the campus community, UCF has identified resources to provide support to its faculty, staff, and students during this time. To be successful, we must be committed to a caring culture that starts with our personal behavior and acceptance of responsibility. The university will take several actions to provide a working and learning environment that fosters the health and well-being of our university community. Everyone will need to tackle some personal inconveniences, take personal responsibility, and adopt the health measures necessary to promote health and well-being. We will need to remain flexible to address the unique needs of our faculty, staff, and students. As Knights, we are dedicated to this effort and to the well-being of our broader community.

As we Armor Up to return to campus, key tenets of our plan include:

FACILITIES AND SUPPLIES

- Preparing university facilities by installing hand sanitizer stations and touchless devices, including faucets and step and pulls on doors. Installing plexiglass in public facing areas and in spaces requiring additional barriers.
- Enhanced efforts to improve university buildings' heating, ventilating, and air conditioning (HVAC) systems. Measures being taken address ventilation, filtration, administrative controls, and sterilization technology. UV-C technology is currently being installed in select high-density instructional, administrative offices, and operational support buildings.
- Enhanced cleaning protocols to include the initial deep cleaning of offices, common areas, and classrooms completed in May. All common areas and high touch point areas will be cleaned twice per day with a deep cleaning of bathrooms. All classrooms will be cleaned daily prior to classes beginning and disinfected every two weeks.
- Ordering and centrally tracking resource supplies such as facial coverings and masks, hand sanitizer, and cleaning supplies.

FACULTY AND STAFF

- Where possible, UCF will provide flexibility for employees requesting to continue remote work. Employees who can continue to work remotely will be encouraged to do so, especially those at high risk of complications from COVID-19 or who may be taking care of someone at high risk.
- Employees are required to stay home if they are sick or if any person living in the same residence is sick with COVID-19 symptoms.
- Faculty and staff will have access as needed to UCF's Employee Assistance Program for support and resources to address concerns or challenges that may affect employee well-being and performance. The program provides employees with a 24-hour emergency hotline as well as the option for telephonic or video counseling sessions. Faculty and staff can call 877-240-6863 or go to HealthAdvocate.com/members for support through UCF's Employee Assistance Program.
- Managers and supervisors will coordinate workplace furnishings and activities to allow at least 6 feet between employees, or between employees and other persons, for example, contractors or visitors. This also applies to shared offices without partitions, break rooms, conference rooms, and other spaces. Cubicles with wall partitions of less than 6 feet height will also require 6 feet between workers.



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- Scheduling of employees will adhere to capacity limits and physical distancing. For offices (excluding classrooms, laboratories, and health care environments), supervisors will be responsible for maintaining an office occupancy at or below 30 percent capacity in the initial phase. A second phase increase to 50 percent capacity is targeted for July and supervisors may increase occupancy as long as physical distancing is maintained. For office settings such as cubicles or shared workspaces that are close together, distances of at least 6 feet between employees in the office at all times is required.
- Faculty and staff will be responsible for cleaning and maintaining their individual workspaces, including desks, chairs, and computer equipment. Faculty will be responsible for cleaning computers and pedagogical equipment in classrooms before and after use.
- Faculty and staff are asked to avoid office gatherings, break rooms, and unnecessary visitors in the workplace.
- Employees should avoid using other workers' phones or sharing desks, offices, or other work tools and equipment, when possible.

STUDENTS

- All faculty are being encouraged to provide flexibility so that students requesting the ability to learn remotely can do so. Students at high risk of complications from COVID-19 or who may be taking care of someone at high risk should continue to learn remotely.
- Students will be required to stay home if they are sick or if any person living in the same residence is sick with COVID-19 symptoms.
- Students have access as needed to UCF's Counseling and Psychological Services (CAPS) aimed at minimizing the interruption to learning caused by mental health concerns. CAPS has catalogued helpful information and tools focused on coping during COVID-19 and offers assessments and counseling via telephonic or video sessions. Students who need assistance, including after hours, can reach out to CAPS by calling 407-823-2811 or visiting <http://caps.sdes.ucf.edu>.
- Students will be responsible for cleaning their own classroom seats with provided disinfectant wipes.
- Students are asked to avoid gathering unnecessarily in classrooms, lounges, housing common areas, and other university spaces.
- Students should avoid using shared equipment and materials when possible.

POLICY AND ENFORCEMENT

To further establish the expectations for returning to campus, an emergency university policy was developed to implement the health measures outlined in this plan and to provide for the clear communication of enforcement steps for non-compliance. The policy applies to all members of the university community, individuals and contractors that conduct business with the university, and campus visitors. The policy applies to all facilities on all campuses of the university, as well as operations of the university within facilities controlled by the university.

The policy will live online and will be updated to reflect changes in federal, state, and Board of Governors' guidance or changing health conditions. Individuals who violate the policy will be given an opportunity to correct their behavior and may be asked to repeat training. Repeated acts of non-compliance will result in the individual's removal from campus until compliance is achieved. Continued non-compliance may result in disciplinary action for faculty, staff, and students, up to and including separation from the university. UCF will utilize existing disciplinary action regulations and policies for faculty, staff, and students. For more information, visit <https://policies.ucf.edu/documents/PolicyEmergencyCOVIDReturnPolicy.pdf>

UCF hopes to achieve compliance through a culture in which Knights are dedicated to protecting each other's health and well-being. We will provide guidance to faculty and staff who will be on the front lines of enforcement, and we will be focused on ensuring the new requirements are enforced equitably.

EDUCATION AND COMMUNICATION

All faculty, staff, and students returning to campus will be required to complete training that outlines the university's health measures, including effective hand washing, physical distancing, proper use and care of face coverings, and taking personal responsibility while caring for yourself and others.

Once this plan is approved, the robust communication plan developed to educate the university community about required health measures, enforcement, and consequences of non-compliance through education, signage on campus, and digital platforms such as monitors on campus will continue to be implemented. The communication campaign and the required education will emphasize that health and well-being are a shared responsibility among students, employees, vendors, volunteers, visitors, and surrounding community members. Signs, such as the one below, are posted at the entrance of each building and near elevators, bathrooms, and other high-traffic areas on campus.





ATHLETICS

UCF Athletics aims to positively transform the lives of our students academically, athletically, and personally through a nationally competitive intercollegiate athletics program that enhances the reputation and visibility of the University. UCF Athletics represents an integral part of the campus fabric and supports UCF in achieving its goals through impactful, positive exposure. Consistent with the guiding principles established by UCF, the health and well-being of student-athletes, coaches, and staff is a top priority for UCF Athletics as planning occurs to return to the field, court, and athletic facilities. As leadership prepares for a phased return, a plan has been developed that aligns with university efforts.

Several elements of UCF Athletics' return-to-campus plans are identical to university plans, including the requirement to stay home if sick, daily wellness self-screenings, pre-return training for coaches and staff, continuation of virtual meetings, physical distancing when face-to-face interactions do occur, face coverings required in Athletics buildings, and enhanced cleaning protocols focused on frequent touchpoints, restrooms, and common areas. In addition, UCF Athletics will implement the following protocols:

- All athletic facilities will remain locked and a single point of entry will be designated to manage building access and administer the on-campus wellness screening process for student-athletes and staff.
- Student-athletes will be grouped into small cohorts for activities to minimize potential for cross-contamination.
- Workout schedules (including cardio and weightlifting sessions) will be staggered to promote physical distancing. Coaches will wear masks during indoor training sessions when physical distancing cannot be maintained.

Student-athletes will return in waves. Each student-athlete will be tested for COVID-19 prior to engaging in on-campus activity and, assuming a negative test result, spend the first few days completing physicals and various screening and education activities. The first wave of student-athletes – approximately 60 football players – returned on June 1, 2020. The next wave of returning student-athletes would include additional football players, men's basketball players, and women's basketball players in late June, if allowable based on federal, state, local, and university guidance. Return for additional intercollegiate sports will follow the same protocols as outlined for current waves of student-athletes.

As UCF Athletics awaits guidance from state and local officials, the American Athletic Conference, and the National Collegiate Athletic Association regarding resumption of student participation in organized athletic activity and return of spectators to athletic competition, the athletics working group has outlined the multitude of considerations (e.g. tailgating, parking, fan requirements, seating, ingress/egress, etc.) that will be reviewed when a path is set by the appropriate governing bodies.

CREATIVE SCHOOL

The UCF Creative School for Children provides child care and education for the children of faculty, staff, and students. Caring for our youngest knights requires special care and implementation of the university's health measures. Knights younger than 2 years of age may not wear face coverings. The plan includes enhanced cleaning and personal hygiene protocols for teaching staff and was developed consistent with the CDC COVID-19 Guidance for Child Care Programs, the Florida Department of Children and Families, and the American Academy of Pediatrics.



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RETURN TO ON-CAMPUS RESEARCH

UCF researchers drive intellectual capital and innovation to solve today's most pressing problems. From nanoscience to optics, from simulation to forensic science, UCF researchers work together to have real-world impact, improving the lives of students and the community. To fully re-engage in research activities, UCF has developed a phased approach to allow the gradual return of on-campus research. The different tiers of laboratory/research activities establish the general order the activities will be allowed to return to campus during the pandemic. The tiers were established based on state recommendations, with the aim of protecting the health and well-being of the research workforce. The plan is based on the seven tiers of activities outlined below.

TIER 1: ESSENTIAL RESEARCH ACTIVITIES

Activities deemed vital during a lockdown/remote-work scenario. Examples include occasional/scheduled access for animal labs, protection of germ lines, growth chambers, maintenance of equipment, and restarting of computers. Any "critical government-related activities" require project-specific statements from the funding agency attesting to the crucial nature of the work being performed.

TIER 2: COVID-19 RELATED RAPID-RESPONSE ACTIVITIES

Activities directly related to COVID-19. Examples include COVID-19 testing, 3D printing of ventilator components, conducting funded projects related to COVID-19, etc.

TIER 3: CRITICAL RESEARCH ACTIVITIES

Activities aimed at avoiding catastrophic loss of resources or research results. Examples include seasonal data collection or activities aimed at the prevention of harm to animals.

TIER 4: FACILITIES PREPARATION ACTIVITIES

Activities carried out by limited approved personnel (e.g., designated faculty or staff) to prepare buildings, laboratories, shared research facilities, and other approved workspaces for occupation and research-related operations. Examples include preparing/staging supplies (pandemic or research-related), restarting operation of equipment in shared facilities, and installing educational signage to encourage physical distancing and other good practices.

TIER 5: RESEARCH ACTIVITIES THAT CANNOT BE PERFORMED REMOTELY

Activities that cannot be performed remotely, and if further delayed would represent serious damage to research projects with laboratory-based activities. This tier excludes human subject research (Tier 6 below). Researchers in this tier will be granted access to core research facilities as end-users. These activities were identified and authorized when starting to work remotely.

TIER 6: HUMAN SUBJECT RESEARCH ACTIVITIES THAT MUST BE CONDUCTED IN A FACE-TO-FACE MANNER

There should be no disruption to research that has already transitioned to other remote mechanisms (e.g. Zoom). Specific criteria and mechanisms for approval are being finalized in conjunction with the UCF IRB staff and will be announced when complete.



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TIER 7: ALL OTHER RESEARCH ACTIVITIES

All research activities will be allowed to reopen once government authorities lift physical distancing restrictions, as long as researchers follow protocols established by UCF to enhance safety. During this stage and until the pandemic completely disappears (e.g. a vaccine is widely available), researchers will still need to follow the safety protocols established by the institution (e.g. physical distancing).

Return to on-campus research activities will incorporate broader return to campus guidance, including increased cleaning and disinfecting, physical distancing, face coverings in common areas, and targeted communications and marketing. At the time of this submission, the university was currently allowing tiers 1 through 5 to resume to support the continuation of essential research activity as well as prepare laboratory spaces for repopulation.

The key tenets of the return to on-campus research activities are as follows:

- Research training is required for all researchers prior to returning to the laboratory environment. Researchers must be current on required university laboratory safety training as well as specific return to the research environment training developed in response to the current pandemic.
- Researchers will leverage a lab ramp-up checklist to support safe, effective return to lab facilities including key considerations such as checking equipment to ensure it is functioning properly and beginning to stock laboratories to resume research.
- Scheduling plans will be used at each facility to ensure capacity limits set forth by university leadership are followed. Approved occupancy plans must be submitted prior to returning to the lab environment. Each laboratory must have a weekly schedule of who will be in the laboratory and no more than 1 person per 200 square feet should be in the lab at any given time.
- All individuals entering a lab must complete a check in and check out form that includes a health check and attestation regarding symptoms and behavior associated with possible COVID-19 infection. The check out form captures an attestation that health measures were followed and that the cleaning protocol was completed.
- Principal investigators must prepare written safety procedures for their laboratories, including plans for regular cleaning and disinfecting spaces. The plan must be clearly displayed in the laboratory.

For more information on restarting research, visit:

<https://corona.research.ucf.edu>



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RETURN TO ON-CAMPUS INSTRUCTION

UCF's plan for academic delivery in the fall will be focused on providing superior education to its diverse student body. The plan allows for easy, efficient transition of course offerings to remote instruction should the need arise. With 20 years of experience providing outstanding online instruction, UCF is a trusted source for innovative education technology and effectively equipped to offer a high-quality hybrid teaching program in the fall.

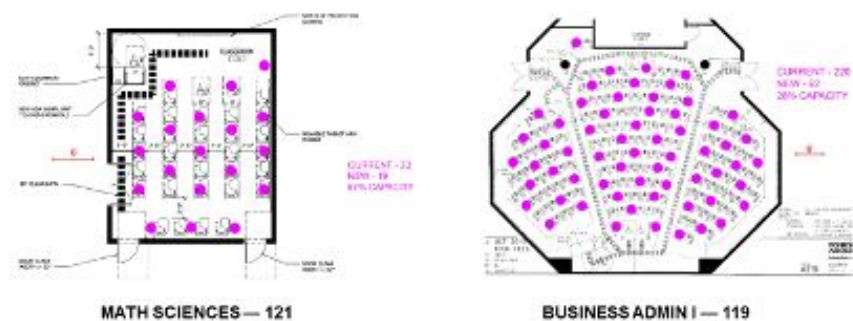
Similar to colleges and universities around the country, UCF will look to minimize the risk associated with a potential virus resurgence in winter by switching to remote instruction after Thanksgiving. Residence halls, libraries, study spaces, and dining services will remain open for student use.

Under the provost's leadership in consultation with university deans, UCF has developed a plan to creatively deliver the academic experience via alternative instructional formats and a combination of face-to-face, hybrid, and online delivery modes. As plans were created, college leaders were asked to incorporate four key considerations: (1) prioritize quality of educational offerings, (2) identify courses which most need a face-to-face component to provide a high-quality experience for students, (3) identify courses in which a high-quality online course could be offered with fully trained faculty, and (4) prioritize on-campus classes typically needed for first time in college (FTIC) students based on the importance of the on-campus experience for student retention and progression. The plan follows the health and well-being measures established at the university level. Key tenets of the academic delivery plan are:

- Based on physical distancing guidelines and the need for safe ingress and egress, classroom capacity has been revised for the university's classroom spaces.
- The Office of the Registrar is assigning courses to classrooms based on new capacity. Courses that exceed the available on-campus capacity will be taught remotely.

CLASSROOMS

Observe Distancing and Capacity Protocols



- Based on pedagogical quality and guidance from health professionals, all large classes (defined as 100 persons or greater) will be taught remotely.
- In some specific courses, the principle of physical distancing is not possible (e.g., clinical training in which human contact is required). These programs have developed additional health protocols, including the wearing of personal protective equipment.
- Consistent with university principles and measures, faculty at elevated risk for severe illness from COVID-19 will instruct courses remotely.
- Existing start and end times for classes will remain unchanged from the published course schedule.



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The need for physical distancing and the limited number of spaces available means many classes will be taught remotely. UCF is one of the nation's leaders in online learning and key to UCF's success has been the emphasis on faculty development. An estimated 80% of faculty have completed some form of credentialed training from UCF's Center for Distributed Learning. Over 1,800 faculty have completed the university's flagship program for designing and delivering high-quality online instruction, IDL6543. Comprising 80 hours of contact time, the comprehensive 10-week program combines seminars, online coursework, and regular consultations with professional instructional designers. UCF's expertise in faculty development has led to the Teaching Online Preparation Toolkit initiative (TOPkit), a state-funded website and annual conference to help other state universities and state colleges better prepare their faculty to effectively teach online. UCF will continue to use this expertise to provide training and education to faculty teaching remotely in the fall.

The Division of Digital Learning has quickly developed an additional suite of training programs to prepare faculty for fall online, remote, and hybrid flexible delivery. The training programs include targeted workshops on the use of specific technologies such as the learning management system (Canvas) and video conferencing software (Zoom), sessions on how to facilitate courses in a blended, flexible model, and a comprehensive new course on the effective design and delivery of high-quality online instruction. This comprehensive new course, called *Essentials of Online Teaching*, is three weeks in duration and serves as an accelerated version of our award-winning flagship faculty development program, IDL6543. We anticipate that *Essentials of Online Teaching* could train up to 300 faculty in this summer's cohort.

To be effective, the academic delivery plan will need to remain flexible; communication to students, faculty, and staff will emphasize change may be needed to adjust to evolving health conditions on campus and in the campus community. All faculty are being encouraged to plan courses so that students who fall ill or become quarantined will be able to continue in the class. In particular, attendance requirements have been discouraged. Faculty teaching on-campus courses are encouraged to use a hybrid approach in which their classroom presentations are captured by technology available in the classroom (e.g. document cameras and either Zoom or Panopto) to be available to students who choose to be, or because of health or quarantine need to be remote. The necessary equipment has been updated or added to classrooms, as required. A significant percentage of courses will be offered remotely, giving alternatives to at-risk students who are unable to come to campus.

In addition to course instruction, the university has instituted the following changes for the fall semester:

- Semester-long study abroad programs have been canceled and university leadership will revisit in early fall whether programs beginning in the winter can move forward.
- Student support services have been restructured so that they can be offered either in person or remotely.
- Internship opportunities depend on the employer. For example, a number of internships continued remotely during the late spring and early summer where permitted by the employer. The plan is to resume a regular slate of internships, unless health conditions require the intern employers to cancel them.
- Recruitment activities, e.g., for honors and graduate programs, have switched to virtual meetings this summer. They will resume as on-campus events this fall, with physical distancing, unless health conditions require continuing the virtual approach.

While an initial plan has been developed, efforts continue across the university to refine plan specifics as new information and trends emerge. UCF is prepared to modify plans as needed and is committed to remaining flexible as the fall semester approaches.



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RETURN TO ON-CAMPUS HOUSING AND STUDENT ACTIVITIES

HOUSING

On-campus residential housing represents a critical component of the student experience. UCF is committed to providing an opportunity for students to reside on campus in an environment guided by health and well-being measures. Fall residential housing plans were developed considering recommendations from UCF Health Services, Florida Department of Health (DOH), World Health Organization (WHO), and the Centers for Disease Control (CDC).

Consistent with return to campus plans, increased cleaning and disinfecting, wellness dividers as appropriate, physical distancing, face coverings in common areas, and targeted communications and marketing are part of the return to housing plans. Additional key elements are:

- Housing will shift from full to reduced occupancy, which includes partial double occupancy, and a contingency plan for single occupancy. All residents will be required to sign an addendum to the Housing agreement, which includes an acknowledgement of the risk of living in the residential communities due to the contagious nature of COVID-19.
- All students returning to university-owned housing will be tested upon arrival at UCF and will quarantine pending results.
- Housekeeping will conduct disinfection of all residential community spaces two weeks prior to the residents returning. Deep cleaning of walls, upholstery, carpets, HVAC (deep clean units, change filters) will be completed as part of the move-in process.
- The move-in process will be modified to include expansion of move-in timeline to support a phased approach, limitation of non-resident participants during the move-in process, and utilization of innovative solutions to conduct certain processes in a contactless format (e.g. electronic room condition reporting).
- Virtual engagement strategies implemented to minimize congregation including continuation of residential curriculum strategies in a virtual environment and sponsored virtual events to interact with residents (e.g. virtual movie night).
- Protocols in place for presumptive or actual positive cases include sanitizing and general cleaning aligned with the university's illness response matrix, dedicated spaces for residents who cannot return to their permanent residence for self-isolation and/or self-quarantine, meal delivery option for self-isolated/self-quarantined residents, assistance with temporary academic accommodations, and other services as needed to support the resident during isolation/quarantine period. Resident will remain isolated/quarantined until medically cleared.

STUDENT ACTIVITIES

Student engagement is a cornerstone of the college experience and planning efforts seek to build a hybrid student life and student engagement program for the fall. The plan addresses various components of the student experience, including recruitment, student services, events, recreation, and student activities through a thoughtful phased approach with health and well-being serving as the cornerstone. The approach incorporates:

- A customized introduction to UCF for potential undergraduate students including virtual information sessions; virtual one-on-one meetings with students and parents; self-guided campus tour experiences; and smaller, more personalized tour groups that comply with university guidelines and timing on gatherings.
- Continuation of virtual offerings for career services, counseling and psychological services, multicultural academic support services, and other key services with limited face-to-face interaction as needed.
- Modified recreation and wellness operations to support reduced virus transmission, including adjusted hours of operations, facility layout changes and restrictions, and remote exercise classes and personal training. Certain activities, such as intramural sports and sports clubs, will be gradually re-introduced over the course of the fall semester with approval from university leadership and appropriate health and well-being measures implemented.
- Execution of a hybrid strategy for fall events and activities that will offer virtual participation options to students, limit frequency and size of face-to-face interactions, and leverage alternatives (e.g. outdoor spaces) to promote physical distancing. This will include the implementation of virtual Panhellenic recruitment for interested students.



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FRATERNITY AND SORORITY LIFE

UCF leadership is working with each sorority or fraternity with on-campus and off-campus housing to assist with developing plans that address how chapter members, chapter advisors, and housing corporation leaders will promote health and well-being. Plans will include, but are not limited to, housing and bed capacity that meet university, CDC and other public health guidelines; cleaning protocols; common space protocols and expectations; social event plans; and where applicable (a minimal number of houses have dining) dining arrangements. Basic elements of the plan for Greek organizations are:

- Chapters will not be permitted to register events that do not meet university, CDC or public health guidelines.
- Recruitment for fraternities and sororities will be done virtually for fall, except where individual chapters seek and receive approval for small group interactions.
- Chapters will be required to submit plans for cleaning procedures consistent with university guidelines.
- Chapters with on-campus houses will be required to adhere to occupancy that meets university housing standards, generally one person to a room except where more than one occupant can do so in a safe environment.
- All plans will be re-evaluated as CDC and public health guidelines are modified.

Planning efforts have included university leaders from housing, health, facilities, and student involvement. An agreed upon deadline of July 1, 2020, has been set for determining bed capacity.

REGISTERED STUDENT ORGANIZATIONS AND EVENTS

Planning for co-curricular learning experiences include a hybrid of virtual and in-person activities that will meet university, CDC and other public health guidelines. Included in these plans are events (e.g. programs, traditions, celebrations, and welcome back activities); facilities and outdoor spaces (e.g. space considerations, use protocols, behavior expectations); communication plans; training expectations for staff and student workers leading student engagement programs and activities; and assessment practices to provide ongoing feedback regarding the effectiveness of these efforts. Some of the strategies employed to provide student experiences while maintaining health measures includes ticketing events, utilizing RSVP requirements for participation, and providing students with a well-defined message about the nature of risk associated with participation in specific events given the current pandemic. Basic elements of the plan for registered student organizations and events are:

- Registered Student Organizations will be required to submit safety plans for their activities including organization meetings, events, recruitment activities, and programming.
- University and Student Government-sponsored programs will adhere to university standards, including physical distancing and face coverings.
- University sponsored events and programs will be done virtually wherever possible without loss of effectiveness.
- Student Government will provide access to funding for RSOs in the same manner they have traditionally, with the exception that events/programs will have to meet university guidelines in order to be approved and funded.
- All plans will be re-evaluated as CDC and public health guidelines are modified.



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TESTING, TRACING AND HEALTH SURVEILLANCE

COVID-19 is a novel coronavirus threatening the health and well-being of the world's population. The current pandemic has impacted our community, state, country, and many parts of the world, resulting in lives lost and health care systems overwhelmed. As the university embarked on developing plans for testing, tracing, and surveillance, adherence to the best scientific evidence was paramount to the goal of maximizing the well-being of the university community.

A successful return to campus depends on robust testing, adroit contact tracing, and the timely isolation or quarantine of ill and exposed community members. The university's ongoing relationship with the Orange County, Florida Department of Health (DOH) has been a foundation for this planning. The DOH served as a strategic partner in responding to the pandemic and participated as a key member of the university's planning group to develop a plan for COVID-19 response. The university has established a health and well-being oversight committee and four sub-groups charged with testing, tracing, health surveillance, and UCF mobile application implementation to provide ongoing oversight and response to changing conditions during the pandemic. Additionally, UCF continues its partnership with area health organizations to monitor the capacity of local hospitals and healthcare systems. This metric along with other key indicators provide a barometer to local officials and university leadership regarding changes in the COVID-19 risk environment.

UCF's phased approach to return to campus will be reflective of recommendations from the Clinical Advisory Committee's framework on repopulation of campus. Throughout the planning process, UCF collaborated with fellow institutions from around the State University System of Florida to share information regarding a testing, tracing, and health surveillance approach and to support the development of university protocols via an exchange of ideas. Continued interactions among peer universities will assist the effective execution of testing, tracing, and health surveillance plans at all universities.

In collaboration with UCF IT, UCF Mobile Strategy and Learning, and UCF's College of Engineering and Computer Science, an application is under development to provide daily screening and education to all UCF faculty, staff, and students. The application will be designed to protect privacy. UCF plans to test the application in July and fully implement by August. A web-based solution will also be developed for persons without smart phones. These digital solutions will replace the paper based daily screening forms used for the initial return of researchers and employees. They will also allow a means to screen all university members who may be traveling to UCF from geographic areas with significant transmission of COVID.

UCF currently has two testing sites on campus in partnership with AVENTUS Biolabs. One is located on the main campus and a second located on the Lake Nona Medical Campus. Cost of testing is covered by health insurance or through a federal grant when patients are uninsured. Access to testing is critical to successfully reopening campus. Provider orders for testing can readily be achieved via a telehealth visit with UCF Student Health Services, UCF Health, or AVENTUS telehealth.

In an attempt to identify persons who may not be aware of their illness, a key part of UCF's testing plan is population or cohort screening. In the case of COVID-19, screening may provide an opportunity to identify asymptomatic illness and prevent spread. There are a variety of specific subpopulations at UCF which would be most beneficial to test. Due to the size of the UCF community, testing all persons creates a multitude of challenges. These challenges include availability of resources, cost, and the amount of time needed to test such a large population. There also exists diminished benefit of universal testing due to the immersion of UCF within a large metropolitan area. Members of the university community freely move on and off campus and engage in the many activities available in the world's leading tourist destination. Therefore, UCF's testing plan includes a targeted approach with cohort and closed populations. The following groups will be tested upon arrival at UCF and will quarantine pending results:

- All students returning to university-owned housing
- All students and staff residing in Greek housing
- All student-athletes whether living on or off campus
- All symptomatic students



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HEALTH SURVEILLANCE

Health surveillance is the use of data to estimate incidence and/or prevalence of disease and predict potential for outbreaks. In the case of COVID, a variety of metrics will be useful. These include the rate of new infections, symptom surveillance, randomized testing, and randomized or targeted population screening. By use of surveillance, potential hot spots on campus may be identified. In so doing, there will be a coordinated public health response with the Florida Department of Health to identify and mitigate risk in those areas which may lead to tighter social distancing and behavioral restrictions. UCF will publish a dashboard to communicate positive case numbers on campus.

UCF Student Health Services (SHS) has been an “Influenza Sentinel” for the state of Florida for about fifteen years. On a weekly basis, SHS reports to the Florida Department of Health on the number of patients that present with symptoms of “Influenza Like Illness” (ILI). This data becomes part of the state and CDC data pool. Additionally, throughout the year, SHS obtains samples from patients with ILI for testing by the state lab. This surveillance assists in identifying specific viruses present within the community.

Increased rates of ILI may be an early indicator of a COVID outbreak at UCF. The rate of ILI is used as a predictive analytic by the Florida Department of Health. The rate of new cases of COVID can also be predictive of an outbreak. Given the planned enhanced system of contact tracing with the Florida Department of Health, there will exist a unique opportunity to monitor daily and or weekly rates of new cases and predict the direction of the epidemic at UCF.

Health surveillance can also be achieved with population screening. Such screening can estimate the prevalence of active COVID cases on campus as well as the prevalence of those with antibodies to COVID-19, an indicator or prior asymptomatic COVID exposure. Working with the Office of Research, and in partnership with AVENTUS Biolabs, UCF students, faculty, and staff could be randomly chosen for voluntary testing. These persons could then be tested for COVID virus and/or evidence of past COVID infection via antibody testing. Testing would be via nasal sampling for virus and serum antibody testing for evidence of past infection.

CONTACT TRACING

Contact tracing can be a time-consuming endeavor. One positive case can generate 20-30 phone calls and multiple hours of work. Records associated with contact tracing may contain highly confidential personal information and jeopardize privacy. Working within the public health system creates protections for that information. UCF student volunteers working within the public health system will receive training by the Florida Department of Health on best practices for contact tracing. They will work directly under the guidance of public health department epidemiologists and gain significant experience to expand their resume and life outlook.

- A memorandum of agreement for volunteer students to serve as contact tracers will be developed with the Florida Department of Health.
- Faculty members from the UCF College of Medicine and College of Nursing will coordinate the identification of student volunteers, placement of the volunteers, and overall program oversight.
- Training for student volunteers will be conducted by the Florida Department of Health. Volunteers will be expected to commit to ten to twenty hours per week for at least one semester. They will be chosen by faculty members through an application procedure. The health department has capacity for up to ten volunteers.
- The goal is to begin the program with three student volunteers in July when minimal faculty, staff, and students are present on campus. Beginning in August, the number of volunteers may be expanded depending on the capacity of the Orange County Health Department and demands for contact tracing.
- The Florida Department of Health at Orange County will advise UCF on isolation of persons infected with COVID and quarantine of those who may have been exposed.
- There will be rooms in campus housing that will be reserved for students who live in campus housing and test positive for COVID. This space is intended for students who choose not to return home during their illness. These students will be of low acuity and self-sufficient for personal care. Wrap around services to provide them with food and classroom materials will be planned. Periodic phone and/or telehealth monitoring by Student Health Services will take place. In a similar fashion, space for quarantine is planned for students who have been exposed to COVID and may become infectious.



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- UCF will publish a COVID phone line at the Orange County Health Department for reporting possible, presumptive, or known COVID cases at UCF. The Orange County Epidemiology/Contact Tracing team will follow existing protocol to alert persons who may be at risk of infection. They will endorse isolation and/or quarantine when appropriate.
- DOH will notify UCF of all known or suspected cases at UCF. Campus housing, Environmental Health & Safety or other areas will be apprised of known or suspected cases and the need for isolation, quarantine, and appropriate cleaning and disinfecting measures.

As part of UCF's contact tracing efforts, a COVID Contact Tracing Committee will be established and will meet frequently to coordinate contact tracing at UCF with the Florida Department of Health (DOH). The Florida DOH has primary responsibility for contact tracing and will initiate contact tracing on all positive cases involving UCF persons and on a need-to-know basis inform UCF community members of their risk of exposure.

The policy and procedures for contact tracing include:

- The Florida DOH COVID-19 Call Center (1-866-779-6121) will be utilized by UCF students, faculty and staff as a resource for COVID questions or concerns (available 24/7). The call center will refer persons for testing at UCF when appropriate.
- The Florida DOH will inform the UCF COVID Contact Tracing Committee of any positive tests which involve UCF community members. UCF Health will provide oversight to faculty and staff with positive results, and ensure they are connected with medical care and validate their return to work authorization. Student Health Services (SHS) will maintain oversight of students with positive results, and ensure they are connected with medical care and validate their return to class authorization.
- The UCF COVID Contact Tracing Committee will provide data on new COVID cases to the UCF COVID Surveillance workgroup.
- UCF faculty, staff and students will be required to report if they test positive for COVID. Students will report to a SHS designated COVID line. This line will be monitored daily by SHS nursing and will be given oversight by the SHS Medical Director. Faculty & staff will report to a designated UCF Health COVID line. This line will be monitored daily by UCF Health and given oversight by the UCF Health Medical Director.
- The SHS Medical Director will advise the Dean of Students of any positive student and inform the Executive Director of Housing of those who reside in campus housing.
- The UCF Health Medical Director will advise UCF HR of any positive faculty or staff.
- Faculty and staff will be required to complete daily symptom screens when on campus.
- All positive screens by faculty and staff will be referred for a Telehealth visit with UCF Health and either provided medical clearance or forwarded for testing with return to work advice.
- Students will be supplied with a daily symptom screen when on campus.
- All positive screens by students will be referred for a Telehealth visit with SHS and either medically cleared or forwarded for testing with return to campus advice.
- Faculty, staff and students may have temperature screens while on campus. All positive temperature screens will follow the same protocol for symptom screens.
- Students who are placed in on-campus housing for isolation or quarantine will be medically monitored by SHS via phone and/or TeleHealth. The SHS Medical Director will provide leadership for medical oversight of these students. All other wrap around services will be the responsibility of the Dean of Students.

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RETURN TO CAMPUS ROAD MAP



University of Central Florida Reopening Campus Plan

Knights Rise to the Challenge

While the University of Central Florida and the entire world continue to face challenges from COVID-19, it is critical that we take care of each other and ourselves. Knights are known for our optimism, ingenuity and true compassion for those around us. That compassion allows us to understand that many people are struggling from the impacts of the virus, and everyone has been affected in some way. Our UCF community is interconnected and, collectively, we must continue to support each other.

In the pages that follow, you will find UCF's plan for responding to COVID-19 and how we will begin returning to campus. In all our efforts, our first priority is the health and well-being of our campus community and visitors. We will be flexible, practicing patience and care for each other, as well as adapting our plans if conditions change. We do our best planning together. That is why we sought the collective thinking of our students, faculty and staff in creating this plan. From virtual town halls and surveys, we gained insight into how COVID-19 is affecting those who live, learn and work on our campus and in our community.

Many in our campus community are eager to return to campus, while others may need to continue to learn and work remotely. We will continue to foster community across all of our campuses, in-person and virtually, in new and innovative ways. We will follow new health measures and take personal responsibility as part of our efforts to prioritize health and well-being.

To create a comprehensive path forward for UCF, multiple teams collaborated to develop our return to campus plan focused on the health and well-being of our campus community. Our planning explored multiple scenarios, which will enable us to change direction if conditions or the guidance of government and public health officials evolve. Guidance from the UCF Board of Trustees and the State University System Board of Governors, as well as recommendations from the Centers for Disease Control and Prevention, the Florida Department of Health and other government and public health officials were critical to our planning efforts.

Our plan is not an end point, but rather a starting point. This plan will continue to evolve to respond to changing condition or new guidance. At UCF the optimistic spirit and sense of community gives us confidence that we will emerge a stronger institution. Because, in everything at UCF, Knights always rise to the challenge and Charge On!

Executive Summary

Over the last few months, Knights have worked tirelessly to respond to the pandemic and plan for the short and long-term impacts that will be left in its wake. This plan outlines

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efforts by many university members to develop a flexible approach to re-open campus while considering adjustments if conditions improve or worsen. While this plan and health measures will be implemented at all our campuses, the expectation is that this plan will guide addressing the unique needs and challenges within our programs, spaces, and campus locations. By committing to a caring culture that starts with our personal behavior and acceptance of responsibility to our community, this plan prioritizes the health and well-being of all our students, faculty, staff, vendors, volunteers, and visitors and provides a roadmap for continuing to provide exceptional academic, research, and athletic programs and services.

Summary of UCF Plan Highlights

- ✓ UCF anticipates re-opening campus for the fall semester.
- ✓ Planning incorporates thought leadership from various work groups that include representation from faculty, staff, students, and external stakeholders.
- ✓ Re-opening will respond to federal, state, and local government guidance in place at the time of UCF's reopening and be guided by health and medical professionals.
- ✓ UCF will provide updates to the campus community via the university's dedicated COVID-19 websites, <https://www.ucf.edu/coronavirus/> and <https://www.ucf.edu/coronavirus/returning-to-ucf/>, through campus messages, social media, and more. UCF will also answer questions submitted to covid19questions@ucf.edu

A Healthy Campus Environment

- ✓ UCF will adhere to the core principle of focusing on the health and well-being of faculty, staff, students, vendors, volunteers, and visitors across all planning.
- ✓ Face coverings will be required in university buildings as outlined in university policy, and building capacity (excluding classrooms, laboratories, and health care environments) will be limited to 30% during the initial phase of repopulation; a second phase increase to 50% capacity will be targeted to begin prior to the start of fall semester.
- ✓ While return to campus will be permissible, managers and supervisors will be flexible and allow employees to continue remote work to address at-risk needs or where productivity can be maintained from home.
- ✓ Prior to returning to campus, faculty, staff, and students will be required to complete return to campus training to ensure understanding of university procedures and protocols.

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- ✓ Student-athlete participation in organized activity as well as the return of spectators to athletic competition are dependent on state and local guidance as well as plans developed by the American Athletics Conference.
- ✓ Students will return to on-campus housing for the fall semester.
- ✓ UCF will have a reduction in housing occupancy that includes shifting a select number of doubles to singles.
- ✓ A hybrid strategy for fall events and activities will offer virtual participation options to students, limit frequency and size of face-to-face interactions, and leverage alternatives (e.g. outdoor spaces) to promote physical distancing.
- ✓ UCF leadership continues to partner with Greek organizations with both on-campus and off-campus housing to assist with development of plans that promote health and well-being.
- ✓ Plans will address housing and bed capacity, cleaning protocols, common space protocols and expectations, social event plans, and, where applicable, dining arrangements.
- ✓ With the return of students, faculty, and staff, enhanced cleaning and disinfection will occur across campus with increased cleaning frequency in common areas and high-touch point areas consistent with CDC guidance to institutions of higher education.

A Healthy Community Environment

- ✓ Planning and communications include a commitment to a caring culture that starts with personal behavior and the acceptance of responsibility by students, employees, vendors, volunteers, visitors, and our surrounding community members.
- ✓ UCF's planning included epidemiologist from the Orange County, Florida Department of Health.
- ✓ Shared with managed housing communities and other local apartments UCF's health measures including requiring facial coverings and physical distancing and encouraged similar approaches.
- ✓ UCF worked closely with local partners such as the Orange County Economic Recovery Task Force to understand proposed reopening strategies and
- ✓ Shared strategies with Disney, Universal, Lockheed Martin, and other community partners as part of a collaborative approach to identifying best practices focused on mitigating risks from COVID-19.
- ✓ UCF will continue to serve as an "Influenza Sentinel" for the state of Florida and support other prevention and mitigation strategies developed by the Florida Department of Health for other infectious diseases.

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COVID-19 Virus Testing

- ✓ UCF will conduct population (cohort) screening to help identify persons who may be unaware of their illness by implementing a targeted testing approach focused on cohort and closed populations (e.g. students returning to university housing and student athletes).
- ✓ UCF has partnered with AVENTUS BioLabs to make COVID-19 testing readily available at its main campus and its Lake Nona medical campus.
- ✓ Data will be leveraged to estimate prevalence of COVID-19 and predict potential for outbreaks on campus. The health surveillance data will be used to identify and respond to potential hotspots on campus.
- ✓ To prioritize individuals who warrant testing, developed an application to provide daily education and screening for all faculty, students, and staff including identifying those who may be traveling to UCF from geographic areas with significant transmission of COVID-19.
- ✓ UCF continues its partnership with area health organizations to monitor the capacity of local hospitals and healthcare systems. This metric along with other key indicators provide a barometer to local officials and university leadership regarding changes in the COVID-19 risk environment.
- ✓ Housing residents will be tested upon their return to campus and strategies will be implemented to promote physical distancing during and after the move-in process.
- ✓ UCF collaborated with fellow institutions from around the State University System of Florida to share information regarding a testing, tracing, and health surveillance approach and to support the development of university protocols via an exchange of ideas.

Contact Tracing and Surveillance

- ✓ In partnership with the Florida Department of Health, a contact tracing program has been designed that will be staffed by UCF student volunteers.
- ✓ As part of UCF's contact tracing efforts, a COVID Contact Tracing Committee will be established and will meet frequently to coordinate contact tracing at UCF with the Florida Department of Health (DOH).
- ✓ Protocols in place for presumptive or actual positive cases include sanitizing and general cleaning aligned with the university's illness response matrix, reserving dedicated spaces for isolation or quarantine of housing residents, meal delivery, assistance with temporary academic accommodations, and other services as needed.

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- ✓ Metrics such as the rate of new infections, symptom surveillance, randomized testing, and randomized or targeted population screening will be used to monitor rates of infection.
- ✓ By use of surveillance, potential hot spots on campus may be identified. In so doing, there will be a coordinated public health response with the Florida Department of Health to identify and mitigate risk in those areas which may lead to tighter social distancing and behavioral restrictions.
- ✓ UCF will publish a dashboard to communicate positive case numbers on campus.
- ✓ Policies and procedures have been developed to govern the contact tracing process, which includes response to positive cases identified.

Academic Program Delivery

- ✓ UCF has developed a plan to creatively deliver the academic experience via alternative instructional formats and a combination of face-to-face, hybrid, and online delivery modes.
- ✓ All faculty are being encouraged to plan courses so that students who fall ill or become quarantined will be able to continue in the class.
- ✓ Consistent with university principles and measures, faculty and students at elevated risk for severe illness from COVID-19 are encouraged to continue instruction and learning remotely.
- ✓ UCF will transition to remote instruction after Thanksgiving break.
- ✓ Classroom capacity has been modified to support physical distancing and courses that do not fit within available space on campus will be taught remotely.
- ✓ The UCF Division of Digital Learning will leverage its online learning faculty development expertise to provide training to effectively deliver academic programs in the fall.
- ✓ Academic leadership in conjunction with college deans categorized fall course offerings based on class characteristics to determine the priority for face-to-face instruction.
- ✓ The academic delivery plan remains flexible; communication to students, faculty, and staff will emphasize change may be needed to adjust to evolving health conditions on campus and in the campus community.

UCF Reopening Plan

This plan is a summary of UCF's Return to Campus Plan and is aligned with the elements of the Board of Governor's *Blueprint for Reopening Campus for Fall Semester 2020* as of June 12, 2020. UCF's Return to Campus plan is available online <https://www.ucf.edu/coronavirus/document/return-to-campus-plan/>.

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Planning

The Emerging Issues and Crisis Response Team (EICRT) provides leadership prior to and during an emerging issue, crisis, or university incident. EICRT was activated the beginning of February to respond to the developing pandemic that eventually resulted in a rapid transition to remote instruction and work. In early April, EICRT shifted focus to scenario development, which outlined the best, base, and worst case to allow for longer-term planning for financial, operational, and policy impacts. The EICRT team received regular updates and worked in conjunction with the Emergency Operations Center (EOC), the Florida Department of Health (DOH), and other state and local government agencies to facilitate pandemic response under the university's pandemic plan.

The EOC consists of representatives from approximately 30 areas across the university who work together to respond to an incident, including identifying and addressing resource needs, coordinating response efforts, and communicating status updates to leadership and representative areas. Under the university's pandemic plan, the associate vice president for Student Health Services served as the incident lead and provided medical guidance across all planning and coordination with the Florida Department of Health.

As federal and state planning for reopening began, in late April EICRT commenced deliberate planning for a possible return to campus in Fall 2020. The primary focus across all planning efforts was the health and well-being of faculty, staff, students, vendors, volunteers, and visitors, guided by advice from medical and health professionals. Equally important to the university's planning was maintaining the university's unwavering commitment to accessible, affordable, high-quality academic programs and services.

The following guiding principles were developed to guide the university's planning efforts:

- **Focus on the health and well-being of our faculty, staff, students, vendors, volunteers, and visitors across all planning. (Core Principle)**
- Design a phased approach that will allow us to hold steady, tighten restrictions, or make changes to reflect new guidance.
- Do not force employees or students to return to campus if they are at risk, and where possible allow remote work and remote learning opportunities.
- Support work and course schedules that maintain physical distancing and consider hybrid schedules that blend both on-campus and online options.
- Remain flexible and quickly adjust as new data become available or conditions in our region change.

A Healthy Campus Environment

UCF's faculty, staff, and students continued to Charge On through the many challenges of COVID-19 and quickly adapted how they worked and learned. With nearly 14,000

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employees and over 68,000 students, there is no one-size-fits-all model for returning to campus. While this plan and health measures will be implemented at all of our campuses, the ongoing local planning will include addressing the unique needs and challenges within our programs, spaces, and campus locations.

Preparing UCF's workplace and workforce for returning to campus and the "new normal" requires our university community to work together. Recognizing the pandemic may have a greater impact on some members of the campus community, UCF has identified resources to provide support to its faculty, staff, and students during this time. To be successful, we must be committed to a caring culture that starts with our personal behavior and acceptance of responsibility. The university will take several actions to provide a working and learning environment that fosters the health and well-being of our university community. Everyone will need to tackle some personal inconveniences, take personal responsibility, and adopt the health measures necessary to promote health and well-being. We will need to remain flexible and remain focused on the health and well-being of our faculty, staff, students, vendors, volunteers, and visitors.

As we Armor Up to return to campus, key tenets of our plan include:

Health and Well-Being Measures

To address the core principle of focusing on the health and well-being of our faculty, staff, students, vendors, volunteers, and visitors across all planning, health measures were developed based on CDC and OSHA guidance.

The following health measures are required of all members of the university community including visitors:

- Face coverings are required to be worn in all inside common spaces or when in close proximity to others;
- All members of the university are to practice 6 feet of physical distancing to the greatest extent possible;
- Those with increased risk of severe illness or over the age of 65 are encouraged to continue to work and learn remotely until further notice;
- All faculty, staff, and students will be required to complete education prior to returning to campus; Increased cleaning of common touchpoints, bathrooms, and common areas will remain in place until further notice;
- Testing, tracing, and response to illness protocols will be established to respond to potential cases of COVID-19 in coordination with the Florida Department of Health (and, as applicable, other health authorities);
- All members of the community are to follow good hygiene guidance such as regular hand washing, avoiding touching your face, and disinfecting touched items; and

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- Take personal responsibility by following all health measures, including remaining at home when ill.

Policy and Enforcement

To further establish the expectations for returning to campus, an emergency university policy was developed to implement the health measures outlined in this plan and to provide for the clear communication of enforcement steps for non-compliance. The policy applies to all members of the university community, including individuals and contractors that conduct business with the university, and campus visitors. The policy applies to all facilities on all campuses of the university, as well as operations of the university within facilities controlled by the university.

The policy will live online and will be updated to reflect changes in federal, state, and Board of Governors' guidance or changing health conditions. The emergency policy is accessible online at <https://policies.ucf.edu/documents/PolicyEmergencyCOVIDReturnPolicy.pdf>. Individuals who violate the policy will be given an opportunity to correct their behavior and may be asked to repeat training. Repeated acts of non-compliance will result in the individual's removal from campus until compliance is achieved. Continued non-compliance may result in disciplinary action for faculty, staff, and students, up to and including separation from the university. UCF will utilize existing disciplinary action regulations and policies for faculty, staff, and students.

UCF hopes to achieve compliance through a culture in which Knights are dedicated to protecting each other's health and well-being. We will provide guidance to faculty and staff who will be on the front lines of enforcement, and we will be focused on ensuring the new requirements are enforced equitably.

Education

All faculty, staff, and students returning to campus will be required to complete training that outlines the university's health measures, including effective hand washing, physical distancing, proper use and care of face coverings, and taking personal responsibility while caring for yourself and others.

Facilities and Supplies

In addition to our health measures, UCF has been steadily preparing its facilities to provide a working and learning environment that fosters the health and well-being of our university community by:

- ❖ Installing hand sanitizer stations and touchless devices, including faucets and step and pulls on doors. Installing plexiglass in public facing areas and in spaces requiring additional barriers.
- ❖ Enhancing efforts to improve university buildings' heating, ventilating, and air conditioning (HVAC) systems. Measures being taken address ventilation, filtration,

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administrative controls, and sterilization technology. UV-C technology is currently being installed in select high-density instructional, administrative offices, and operational support buildings.

- ❖ Enhancing cleaning protocols to include the initial deep cleaning of offices, common areas, and classrooms completed in May. All common areas and high touch point areas will be cleaned twice per day with a deep cleaning of bathrooms. All classrooms will be cleaned daily prior to classes beginning and disinfected every two weeks.
- ❖ Ordering and centrally tracking resource supplies such as facial coverings and masks, hand sanitizer, and cleaning supplies.

Faculty and Staff

Where possible, UCF will provide flexibility for employees requesting to continue remote work. Employees who can continue to work remotely will be encouraged to do so, especially those at high risk of complications from COVID-19 or who may be taking care of someone at high risk.

- ❖ Employees are required to stay home if they are sick or if any person living in the same residence is sick with COVID-19 symptoms.
- ❖ Faculty and staff will have access as needed to UCF's Employee Assistance Program for support and resources to address concerns or challenges that may affect employee well-being and performance. The program provides employees with a 24-hour emergency hotline as well as the option for telephonic or video counseling sessions. Faculty and staff can call 877-240-6863 or go to HealthAdvocate.com/members for support through UCF's Employee Assistance Program.
- ❖ Managers and supervisors will coordinate workplace furnishings and activities to allow at least 6 feet between employees, or between employees and other persons, for example, contractors or visitors. This also applies to shared offices without partitions, break rooms, conference rooms, and other spaces. Cubicles with wall partitions of less than 6 feet height will also require 6 feet between workers.
- ❖ Scheduling of employees will adhere to capacity limits and physical distancing. For offices (excluding classrooms, laboratories, and health care environments), supervisors will be responsible for maintaining an office occupancy at or below 30 percent capacity in the initial phase. A second phase increase to 50 percent capacity is targeted for July and supervisors may increase occupancy as long as physical distancing is maintained. For office settings such as cubicles or shared workspaces that are close together, distances of at least 6 feet between employees in the office at all times is required.

Student

- ❖ All faculty are being encouraged to provide flexibility so that students requesting the ability to learn remotely can do so. Students at high risk of complications from COVID-

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19 or who may be taking care of someone at high risk should continue to learn remotely.

- ❖ Students will be required to stay home if they are sick or if any person living in the same residence is sick with COVID-19 symptoms.
- ❖ Students have access as needed to UCF's Counseling and Psychological Services (CAPS) aimed at minimizing the interruption to learning caused by mental health concerns. CAPS has catalogued helpful information and tools focused on coping during COVID-19 and offers assessments and counseling via telephonic or video sessions. Students who need assistance, including after hours, can reach out to CAPS by calling 407-823-2811 or visiting <http://caps.sdes.ucf.edu>.

Athletics

UCF Athletics aims to positively transform the lives of our students academically, athletically, and personally through a nationally competitive intercollegiate athletics program that enhances the reputation and visibility of the University. UCF Athletics represents an integral part of the campus fabric and supports UCF in achieving its goals through impactful, positive exposure. Consistent with the guiding principles established by UCF, the health and well-being of student-athletes, coaches, and staff is a top priority for UCF Athletics as planning occurs to return to the field, court, and athletic facilities. As leadership prepares for a phased return, a plan has been developed that aligns with university efforts.

Several elements of UCF Athletics' return-to-campus plans include the requirement to stay home if sick, daily wellness self-screenings, pre-return training for coaches and staff, continuation of virtual meetings, physical distancing when face-to-face interactions do occur, face coverings required in Athletics buildings, and enhanced cleaning protocols focused on frequent touchpoints, restrooms, and common areas. In addition, UCF Athletics will implement the following protocols:

- ❖ All athletic facilities will remain locked and a single point of entry will be designated to manage building access and administer the on-campus wellness screening process for student-athletes and staff.
- ❖ Student-athletes will be grouped into small cohorts for activities to minimize potential for cross-contamination.
- ❖ Workout schedules (including cardio and weightlifting sessions) will be staggered to promote physical distancing. Coaches will wear masks during indoor training sessions when physical distancing cannot be maintained.

Student-athletes will return in waves. Each student-athlete will be tested for COVID-19 prior to engaging in on-campus activity and, assuming a negative test result, spend the first few days completing physicals and various screening and education activities. The first wave of student-athletes – approximately 60 football players – returned on June 1, 2020.

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The next wave of returning student-athletes would include additional football players, men's basketball players, and women's basketball players in late June, if allowable based on federal, state, local, and university guidance. Return for additional intercollegiate sports will follow the same protocols as outlined for current waves of student-athletes.

As UCF Athletics awaits guidance from state and local officials, the American Athletic Conference, and the National Collegiate Athletic Association regarding resumption of student participation in organized athletic activity and return of spectators to athletic competition, the athletics working group has outlined the multitude of considerations (e.g. tailgating, parking, fan requirements, seating, ingress/egress, etc.) that will be reviewed when a path is set by the appropriate governing bodies.

Housing

On-campus residential housing represents a critical component of the student experience. UCF is committed to providing an opportunity for students to reside on campus in an environment guided by health and well-being measures. Fall residential housing plans were developed considering recommendations from UCF Health Services, Florida Department of Health (DOH), World Health Organization (WHO), and the Centers for Disease Control (CDC).

Housing will shift from full to reduced occupancy, which includes partial double occupancy and a contingency plan for single occupancy. The targeted occupancy rate is 93% compared to occupancy rates of 99.9% for prior years. All students returning to university-owned housing will be tested upon arrival at UCF and will quarantine pending results. A total of 52 isolation/quarantine spaces will be held in reserve for students who are presumptive or have tested positive for COVID-19. Additional steps include:

- ❖ Housekeeping will conduct disinfection of all residential community spaces two weeks prior to the residents returning. Deep cleaning of walls, upholstery, carpets, HVAC (deep clean units, change filters) will be completed as part of the move-in process.
- ❖ The move-in process will be modified to include expansion of move-in timeline to support a phased approach, limitation of non-resident participants during the move-in process, and utilization of innovative solutions to conduct certain processes in a contactless format (e.g. electronic room condition reporting).
- ❖ Virtual engagement strategies implemented to minimize congregation including continuation of residential curriculum strategies in a virtual environment and sponsored virtual events to interact with residents (e.g. virtual movie night).
- ❖ Protocols in place for presumptive or actual positive cases include sanitizing and general cleaning aligned with the university's illness response matrix, dedicated spaces for residents who cannot return to their permanent residence for self-isolation and/or self-quarantine, meal delivery option for self-isolated/self-quarantined residents, assistance with temporary academic accommodations, and other services as needed to

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support the resident during isolation/quarantine period. A resident will remain isolated /quarantined until medically cleared.

Student Activities

Student engagement is a cornerstone of the college experience and planning efforts seek to build a hybrid student life and student engagement program for the fall. The plan addresses various components of the student experience, including recruitment, student services, events, recreation, and student activities through a thoughtful phased approach with health and well-being serving as the cornerstone. The approach incorporates:

- ❖ A customized introduction to UCF for potential undergraduate students including virtual information sessions; virtual one-on-one meetings with students and parents; self-guided campus tour experiences; and smaller, more personalized tour groups that comply with university guidelines and timing on gatherings.
- ❖ Continuation of virtual offerings for career services, counseling and psychological services, multicultural academic support services, and other key services with limited face-to-face interaction as needed.
- ❖ Modified recreation and wellness operations to support reduced virus transmission, including adjusted hours of operations, facility layout changes and restrictions, and remote exercise classes and personal training. Certain activities, such as intramural sports and sports clubs, will be gradually re-introduced over the course of the fall semester with approval from university leadership and appropriate health and well-being measures implemented.
- ❖ Execution of a hybrid strategy for fall events and activities that will offer virtual participation options to students, limit frequency and size of face-to-face interactions, and leverage alternatives (e.g. outdoor spaces) to promote physical distancing. This will include the implementation of virtual Panhellenic recruitment for interested students.

Fraternity and Sorority Life

UCF leadership is working with each sorority or fraternity with on-campus and off-campus housing to assist with developing plans that address how chapter members, chapter advisors, and housing corporation leaders will promote health and well-being. Plans will include, but are not limited to, housing and bed capacity that meet university, CDC and other public health guidelines; cleaning protocols; common space protocols and expectations; social event plans; and where applicable (a minimal number of houses have dining) dining arrangements. Basic elements of the plan for Greek organizations are:

- ❖ Chapters will not be permitted to register events that do not meet university, CDC or public health guidelines.
- ❖ Recruitment for fraternities and sororities will be done virtually for fall, except where individual chapters seek and receive approval for small group interactions.

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- ❖ Chapters will be required to submit plans for cleaning procedures consistent with university guidelines.
- ❖ Chapters with on-campus houses will be required to adhere to occupancy that meets university housing standards, generally one person to a room except where more than one occupant can do so in a safe environment.
- ❖ All plans will be re-evaluated as CDC and public health guidelines are modified.

Planning efforts have included university leaders from housing, health, facilities, and student involvement. An agreed upon deadline of July 1, 2020, has been set for determining bed capacity.

Registered Student Organizations and Events

Planning for co-curricular learning experiences include a hybrid of virtual and in-person activities that will meet university, CDC and other public health guidelines. Included in these plans are events (e.g. programs, traditions, celebrations, and welcome back activities); facilities and outdoor spaces (e.g. space considerations, use protocols, behavior expectations); communication plans; training expectations for staff and student workers leading student engagement programs and activities; and assessment practices to provide ongoing feedback regarding the effectiveness of these efforts. Some of the strategies employed to provide student experiences while maintaining health measures includes ticketing events, utilizing RSVP requirements for participation, and providing students with a well-defined message about the nature of risk associated with participation in specific events given the current pandemic. Basic elements of the plan for registered student organizations and events are:

- ❖ Registered Student Organizations will be required to submit safety plans for their activities including organization meetings, events, recruitment activities, and programming.
- ❖ University and Student Government-sponsored programs will adhere to university standards, including physical distancing and face coverings.
- ❖ University sponsored events and programs will be done virtually wherever possible without loss of effectiveness.
- ❖ Student Government will provide access to funding for RSOs in the same manner they have traditionally, with the exception that events/programs will have to meet university guidelines in order to be approved and funded.
- ❖ All plans will be re-evaluated as CDC and public health guidelines are modified.

A Healthy Community Environment

As a leader in tourism with over 75 million people visiting Orlando annually, we know that as our theme parks, beaches, restaurants, and other attractions open, we may face

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challenges. Therefore, our plan is based on a phased approach consistent with federal, state, and local guidelines and was developed in coordination with the Orange County, Florida Department of Health. We know that for our community to be successful, we must be committed to a caring culture that starts with our personal behavior and acceptance of responsibility by students, employees, vendors, volunteers, visitors, and our surrounding community members. UCF worked closely with local partners such as the Orange County Economic Recovery Task Force to understand proposed reopening strategies and recommendations as well as coordinate UCF's reopening plans with key business and governmental partners.

UCF shared strategies with Disney, Universal, Lockheed Martin, and other community partners as part of a collaborative approach focused on the health and well-being in Orlando. Additionally, UCF Housing shared with managed housing communities and other local apartments UCF's health measures including requiring facial coverings and physical distancing and encouraged similar approaches by our community partners.

A phased approach allows UCF to hold steady, tighten restrictions, or make changes to reflect changing conditions in our community or to respond to new guidance. As Knights, we are dedicated to this effort and to the well-being of our broader community.

Communication

Once this plan is approved, the robust communication plan developed to educate the university community about required health measures, enforcement, and consequences of non-compliance through education, signage on campus, and digital platforms such as monitors on campus will continue to be implemented. The communication campaign and the required education will emphasize that health and well-being are a shared responsibility among students, employees, vendors, volunteers, visitors, and surrounding community members. Signs communicating required health measures such as physical distancing, face coverings, hand washing, and to stay home if you are sick are posted at the entrance of each building and near elevators, bathrooms, and other high-traffic areas on campus.

The emergency policy referenced earlier applies to all members of the university community, individuals and contractors that conduct business with the university, and campus visitors and enforces the university health measures based on CDC recommendations. The policy communicates the expectation that all members of the university community must support one another, take personal responsibility, and remain diligent in taking reasonable precautions in an effort to protect students, faculty, staff, contractors and others who visit our campus. Visitors who refuse to comply with the university's policy may be asked to leave the university and, if non-compliance continues, trespassed from the university. Contractors and contractor employees who fail or refuse to comply with the university's policy may be asked to leave the university, may be in breach of contract, or may be trespassed from the university if non-compliance continues.

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UCF Student Health Services (SHS) has been an “Influenza Sentinel” for the state of Florida for about fifteen years. On a weekly basis, SHS reports to the Florida Department of Health on the number of patients that present with symptoms of “Influenza Like Illness” (ILI). This data becomes part of the state and CDC data pool. Additionally, throughout the year, SHS obtains samples from patients with ILI for testing by the state lab. This surveillance assists in identifying specific viruses present within the community.

Increased rates of ILI may be an early indicator of a COVID outbreak at UCF. The rate of ILI is used as a predictive analytic by the Florida Department of Health. The rate of new cases of COVID can also be predictive of an outbreak. Given the planned enhanced system of contact tracing with the Florida Department of Health, there will exist a unique opportunity to monitor daily and or weekly rates of new cases and predict the direction of the epidemic at UCF. UCF will continue to support these, and other prevention and mitigation strategies developed by the Florida Department of Health for other infectious diseases.

Covid-19 Virus Testing

COVID-19 is a novel coronavirus threatening the health and well-being of the world’s population. The current pandemic has impacted our community, state, country, and many parts of the world, resulting in lives lost and health care systems overwhelmed. As the university embarked on developing plans for testing, tracing, and surveillance, adherence to the best scientific evidence was paramount to the goal of maximizing the well-being of the university community.

A successful return to campus depends on robust testing, adroit contact tracing, and the timely isolation or quarantine of ill and exposed community members. The university’s ongoing relationship with the Orange County, Florida Department of Health (DOH) has been a foundation for this planning. The DOH served as a strategic partner in responding to the pandemic and participated as a key member of the university’s planning group to develop a plan for COVID-19 response. The university has established a health and well-being oversight committee and four sub-groups charged with testing, tracing, health surveillance, and UCF mobile application implementation to provide ongoing oversight and response to changing conditions during the pandemic. Additionally, UCF continues its partnership with area health organizations to monitor the capacity of local hospitals and healthcare systems. This metric along with other key indicators provide a barometer to local officials and university leadership regarding changes in the COVID-19 risk environment.

UCF’s phased approach to return to campus will be reflective of recommendations from the Clinical Advisory Committee’s framework on repopulation of campus. Throughout the planning process, UCF collaborated with fellow institutions from around the State University System of Florida to share information regarding a testing, tracing, and health surveillance approach and to support the development of university protocols via an

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exchange of ideas. Continued interactions among peer universities will assist the effective execution of testing, tracing, and health surveillance plans at all universities.

In collaboration with UCF IT, UCF Mobile Strategy and Learning, and UCF's College of Engineering and Computer Science, an application is under development to provide daily screening and education to all UCF faculty, staff, and students. The application will be designed to protect privacy. UCF plans to test the application in July and fully implement by August. A web-based solution will also be developed for persons without smart phones. These digital solutions will replace the paper based daily screening forms used for the initial return of researchers and employees. They will also allow a means to screen all university members who may be traveling to UCF from geographic areas with significant transmission of COVID.

UCF currently has two testing sites on campus in partnership with AVENTUS Biolabs. One is located on the main campus and a second located on the Lake Nona Medical Campus. Cost of testing is covered by health insurance or through a federal grant when patients are uninsured. Access to testing is critical to successfully reopening campus. Provider orders for testing can readily be achieved via a telehealth visit with UCF Student Health Services, UCF Health, or AVENTUS telehealth.

In an attempt to identify persons who may not be aware of their illness, a key part of UCF's testing plan is population or cohort screening. In the case of COVID-19, screening may provide an opportunity to identify asymptomatic illness and prevent spread. There are a variety of specific subpopulations at UCF which would be most beneficial to test. Due to the size of the UCF community, testing all persons creates a multitude of challenges. These challenges include availability of resources, cost, and the amount of time needed to test such a large population. There also exists diminished benefit of universal testing due to the immersion of UCF within a large metropolitan area. Members of the university community freely move on and off campus and engage in the many activities available in the world's leading tourist destination. Therefore, UCF's testing plan includes a targeted approach with cohort and closed populations. The following groups will be tested upon arrival at UCF and will quarantine pending results:

- ❖ All students returning to university-owned housing
- ❖ All students and staff residing in Greek housing
- ❖ All student-athletes whether living on or off campus
- ❖ All symptomatic students

Contact Tracing and Surveillance

Contact Tracing

Contact tracing can be a time-consuming endeavor. One positive case can generate 20-30 phone calls and multiple hours of work. Records associated with contact tracing may

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contain highly confidential personal information and jeopardize privacy. Working within the public health system creates protections for that information. UCF student volunteers working within the public health system will receive training by the Florida Department of Health on best practices for contact tracing. They will work directly under the guidance of public health department epidemiologists and gain significant experience to expand their resume and life outlook.

- ❖ A memorandum of agreement for volunteer students to serve as contact tracers will be developed with the Florida Department of Health.
- ❖ Faculty members from the UCF College of Medicine and College of Nursing will coordinate the identification of student volunteers, placement of the volunteers, and overall program oversight.
- ❖ Training for student volunteers will be conducted by the Florida Department of Health. Volunteers will be expected to commit to ten to twenty hours per week for at least one semester. They will be chosen by faculty members through an application procedure. The health department has capacity for up to ten volunteers.
- ❖ The goal is to begin the program with three student volunteers in July when minimal faculty, staff, and students are present on campus. Beginning in August, the number of volunteers may be expanded depending on the capacity of the Orange County Health Department and demands for contact tracing.
- ❖ The Florida Department of Health at Orange County will advise UCF on isolation of persons infected with COVID and quarantine of those who may have been exposed.
- ❖ There will be rooms in campus housing that will be reserved for students who live in campus housing and test positive for COVID. This space is intended for students who choose not to return home during their illness. These students will be of low acuity and self-sufficient for personal care. Wrap around services to provide them with food and classroom materials will be planned. Periodic phone and/or telehealth monitoring by Student Health Services will take place. In a similar fashion, space for quarantine is planned for students who have been exposed to COVID and may become infectious.
- ❖ UCF will publish a COVID phone line at the Orange County Health Department for reporting possible, presumptive, or known COVID cases at UCF. The Orange County Epidemiology/Contact Tracing team will follow existing protocol to alert persons who may be at risk of infection. They will endorse isolation and/or quarantine when appropriate.
- ❖ DOH will notify UCF of all known or suspected cases at UCF. Campus housing, Environmental Health & Safety or other areas will be apprised of known or suspected cases and the need for isolation, quarantine, and appropriate cleaning and disinfecting measures.

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As part of UCF's contact tracing efforts, a COVID Contact Tracing Committee will be established and will meet frequently to coordinate contact tracing at UCF with the Florida Department of Health (DOH). The Florida DOH has primary responsibility for contact tracing and will initiate contact tracing on all positive cases involving UCF persons and on a need-to-know basis inform UCF community members of their risk of exposure.

The policy and procedures for contact tracing include:

- ❖ The Florida DOH COVID-19 Call Center (1-866-779-6121) will be utilized by UCF students, faculty and staff as a resource for COVID questions or concerns (available 24/7). The call center will refer persons for testing at UCF when appropriate.
- ❖ The Florida DOH will inform the UCF COVID Contact Tracing Committee of any positive tests which involve UCF community members. UCF Health will provide oversight to faculty and staff with positive results, and ensure they are connected with medical care and validate their return to work authorization. Student Health Services (SHS) will maintain oversight of students with positive results, and ensure they are connected with medical care and validate their return to class authorization.
- ❖ The UCF COVID Contact Tracing Committee will provide data on new COVID cases to the UCF COVID Surveillance workgroup.
- ❖ UCF faculty, staff and students will be required to report if they test positive for COVID. Students will report to a SHS designated COVID line. This line will be monitored daily by SHS nursing and will be given oversight by the SHS Medical Director. Faculty & staff will report to a designated UCF Health COVID line. This line will be monitored daily by UCF Health and given oversight by the UCF Health Medical Director.
- ❖ The SHS Medical Director will advise the Dean of Students of any positive student and inform the Executive Director of Housing of those who reside in campus housing.
- ❖ The UCF Health Medical Director will advise UCF HR of any positive faculty or staff.
- ❖ Faculty and staff will be required to complete daily symptom screens when on campus.
- ❖ All positive screens by faculty and staff will be referred for a Telehealth visit with UCF Health and either provided medical clearance or forwarded for testing with return to work advice.
- ❖ Students will be supplied with a daily symptom screen when on campus.
- ❖ All positive screens by students will be referred for a Telehealth visit with SHS and either medically cleared or forwarded for testing with return to campus advice.
- ❖ Faculty, staff and students may have temperature screens while on campus. All positive temperature screens will follow the same protocol for symptom screens.

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- ❖ Students who are placed in on-campus housing for isolation or quarantine will be medically monitored by SHS via phone and/or TeleHealth. The SHS Medical Director will provide leadership for medical oversight of these students. All other wrap around services will be the responsibility of the Dean of Students.

Health Surveillance

Health surveillance is the use of data to estimate incidence and/or prevalence of disease and predict potential for outbreaks. In the case of COVID, a variety of metrics will be useful. These include the rate of new infections, symptom surveillance, randomized testing, and randomized or targeted population screening. By use of surveillance, potential hot spots on campus may be identified. In so doing, there will be a coordinated public health response with the Florida Department of Health to identify and mitigate risk in those areas which may lead to tighter social distancing and behavioral restrictions. UCF will publish a dashboard to communicate positive case numbers on campus.

As discussed previously, UCF Student Health Services serves as an “Influenza Sentinel” for the state of Florida. By reporting patients that present with ILI and obtaining samples from patients for testing by the state lab, this screening will assist with identifying specific viruses present within the community. Increased rates of ILI may be an early indicator of a COVID outbreak at UCF and in conjunction with the contact tracing with the Florida Department of Health, daily and or weekly rates of new cases will be assessed to predict the direction of the epidemic at UCF.

Health surveillance can also be achieved with population screening. Such screening can estimate the prevalence of active COVID cases on campus as well as the prevalence of those with antibodies to COVID-19, an indicator or prior asymptomatic COVID exposure. Working with the Office of Research, and in partnership with AVENTUS Biolabs, UCF students, faculty, and staff could be randomly chosen for voluntary testing. These persons could then be tested for COVID virus and/or evidence of past COVID infection via antibody testing. Testing would be via nasal sampling for virus and serum antibody testing for evidence of past infection.

Academic Program Delivery

UCF’s plan for academic delivery in the fall will be focused on providing superior education to its diverse student body. The plan allows for easy, efficient transition of course offerings to remote instruction should the need arise. With 20 years of experience providing outstanding online instruction, UCF is a trusted source for innovative education technology and effectively equipped to offer a high-quality hybrid teaching program in the fall.

Similar to colleges and universities around the country, UCF will look to minimize the risk associated with a potential virus resurgence in winter by switching to remote instruction after Thanksgiving. Residence halls, libraries, study spaces, and dining services will remain open for student use.

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Under the provost's leadership in consultation with university deans, UCF has developed a plan to creatively deliver the academic experience via alternative instructional formats and a combination of face-to-face, hybrid, and online delivery modes. As plans were created, college leaders were asked to incorporate four key considerations: (1) prioritize quality of educational offerings, (2) identify courses which most need a face-to-face component to provide a high-quality experience for students, (3) identify courses in which a high-quality online course could be offered with fully trained faculty, and (4) prioritize on-campus classes typically needed for first time in college (FTIC) students based on the importance of the on-campus experience for student retention and progression. The plan follows the health and well-being measures established at the university level. Key tenets of the academic delivery plan are:

- ❖ Based on physical distancing guidelines and the need for safe ingress and egress, classroom capacity has been revised for the university's classroom spaces.
- ❖ The Office of the Registrar is assigning courses to classrooms based on new capacity. Courses that exceed the available on-campus capacity will be taught remotely.
- ❖ Based on pedagogical quality and guidance from health professionals, all large classes (defined as 100 persons or greater) will be taught remotely.
- ❖ In some specific courses, the principle of physical distancing is not possible (e.g., clinical training in which human contact is required). These programs have developed additional health protocols, including the wearing of personal protective equipment.
- ❖ Consistent with university principles and measures, faculty at elevated risk for severe illness from COVID-19 will instruct courses remotely.
- ❖ All faculty are being encouraged to provide flexibility so that students requesting the ability to learn remotely can do so. Students at high risk of complications from COVID-19 or who may be taking care of someone at high risk should continue to learn remotely.
- ❖ Existing start and end times for classes will remain unchanged from the published course schedule.

The need for physical distancing and the limited number of spaces available means many classes will be taught remotely. UCF is one of the nation's leaders in online learning and key to UCF's success has been the emphasis on faculty development. An estimated 80% of faculty have completed some form of credentialed training from UCF's Center for Distributed Learning. Over 1,800 faculty have completed the university's flagship program for designing and delivering high-quality online instruction, IDL6543. Comprising 80 hours of contact time, the comprehensive 10-week program combines seminars, online coursework, and regular consultations with professional instructional designers. UCF's expertise in faculty development has led to the Teaching Online Preparation Toolkit initiative (TOPkit), a state-funded website and annual conference to help other state

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universities and state colleges better prepare their faculty to effectively teach online. UCF will continue to use this expertise to provide training and education to faculty teaching remotely in the fall.

The Division of Digital Learning has quickly developed an additional suite of training programs to prepare faculty for fall online, remote, and hybrid flexible delivery. The training programs include targeted workshops on the use of specific technologies such as the learning management system (Canvas) and video conferencing software (Zoom), sessions on how to facilitate courses in a blended, flexible model, and a comprehensive new course on the effective design and delivery of high-quality online instruction. This comprehensive new course, called *Essentials of Online Teaching*, is three weeks in duration and serves as an accelerated version of our award-winning flagship faculty development program, IDL6543. We anticipate that *Essentials of Online Teaching* could train up to 300 faculty in this summer's cohort.

To be effective, the academic delivery plan will need to remain flexible; communication to students, faculty, and staff will emphasize change may be needed to adjust to evolving health conditions on campus and in the campus community. All faculty are being encouraged to plan courses so that students who fall ill or become quarantined will be able to continue in the class. In particular, attendance requirements have been discouraged. Faculty teaching on-campus courses are encouraged to use a hybrid approach in which their classroom presentations are captured by technology available in the classroom (e.g. document cameras and either Zoom or Panopto) to be available to students who choose to be, or because of health or quarantine need to be remote. The necessary equipment has been updated or added to classrooms, as required. A significant percentage of courses will be offered remotely, giving alternatives to at-risk students who are unable to come to campus.

In addition to course instruction, the university has instituted the following changes for the fall semester:

- ✓ Semester-long study abroad programs have been canceled and university leadership will revisit in early fall whether programs beginning in the winter can move forward.
- ✓ Student support services have been restructured so that they can be offered either in person or remotely.
- ✓ Internship opportunities depend on the employer. For example, a number of internships continued remotely during the late spring and early summer where permitted by the employer. The plan is to resume a regular slate of internships, unless health conditions require the intern employers to cancel them.
- ✓ Recruitment activities, e.g., for honors and graduate programs, have switched to virtual meetings this summer. They will resume as on-campus events this fall, with physical distancing, unless health conditions require continuing the virtual approach.

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While an initial plan has been developed, efforts continue across the university to refine plan specifics as new information and trends emerge. UCF is prepared to modify plans as needed and is committed to remaining flexible as the fall semester approaches.

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Appendix A

Planning Groups

Consistent with how campus was depopulated, planning focused on a phased approach following federal, state, and Board of Governors' guidance for reopening. Five areas of focus were identified and EICRT workgroups were established. Each workgroup was led by an EICRT member and additional subgroups under each focus area were created to target and address specific areas or challenges. Planning included representation from leadership, faculty, and students where applicable. Each team lead provided updates at EICRT meetings where complex challenges were discussed.



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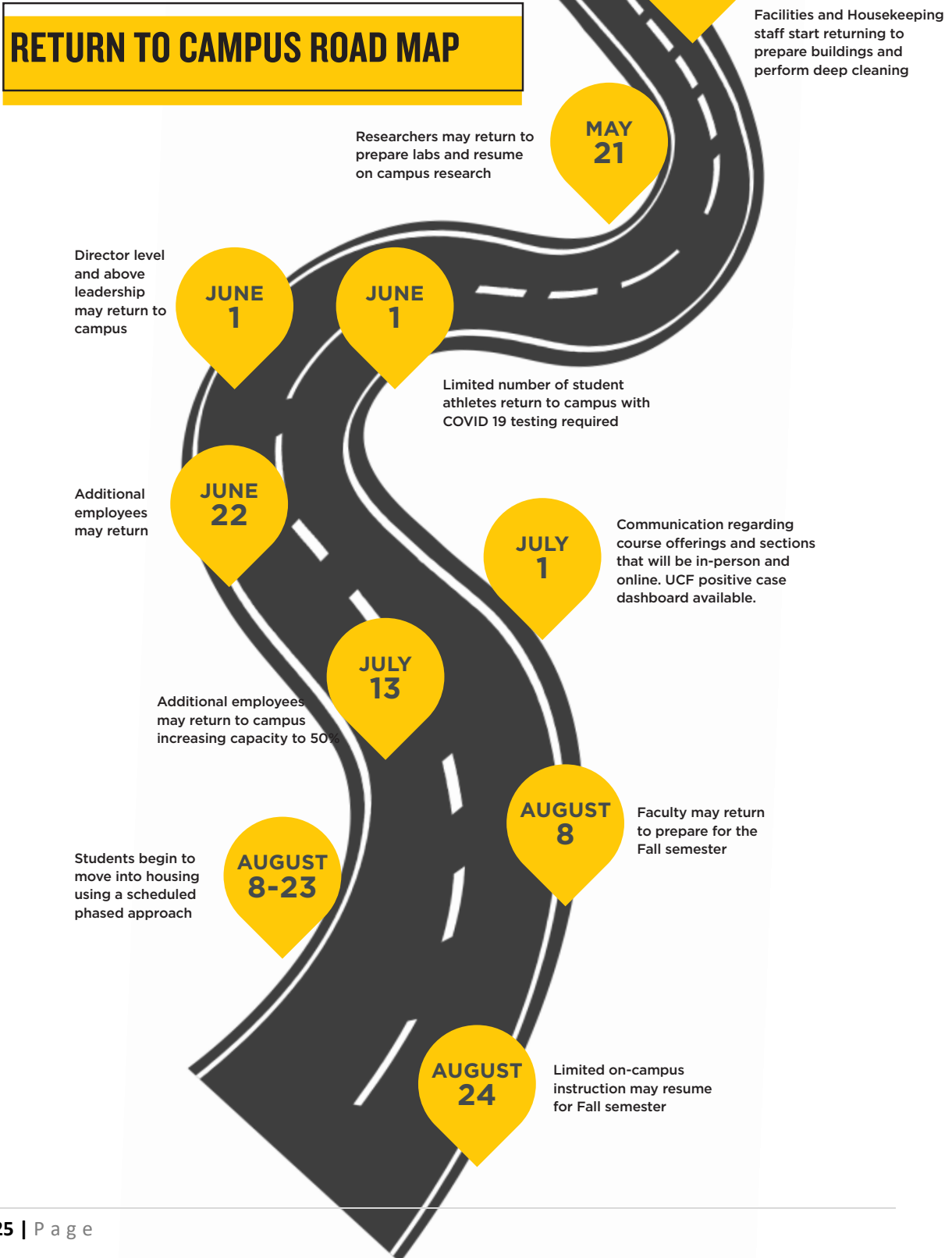
Appendix B

Sample Communication and Signage



Draft Pending Approval by the UCF Board of Trustees

Appendix C



Attachment C



UCF RETURN TO CAMPUS PLAN

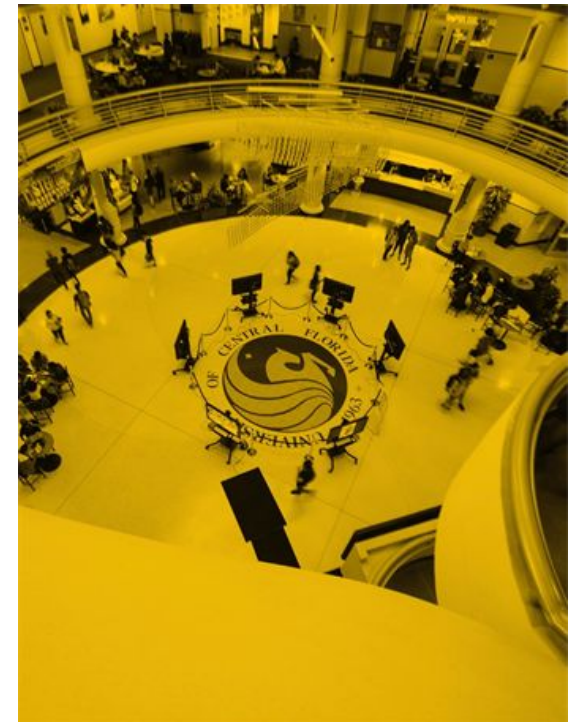
FALL 2020

OUR APPROACH

- **Prioritize the health and well-being of our faculty, staff, students and visitors in all of our planning**
- Design a phased and flexible approach for returning to campus that can be adjusted if conditions improve or worsen, or if we receive new guidance
- Commit to a compassionate culture that starts with our own personal behavior and acceptance of responsibility to help care for one another's safety and well-being
- Allow remote work and remote learning opportunities where possible and do not require at-risk employees or students to return to campus
- Support work, activity and course schedules that maintain physical distancing and consider hybrid schedules that blend both on-campus and online options for employees and students

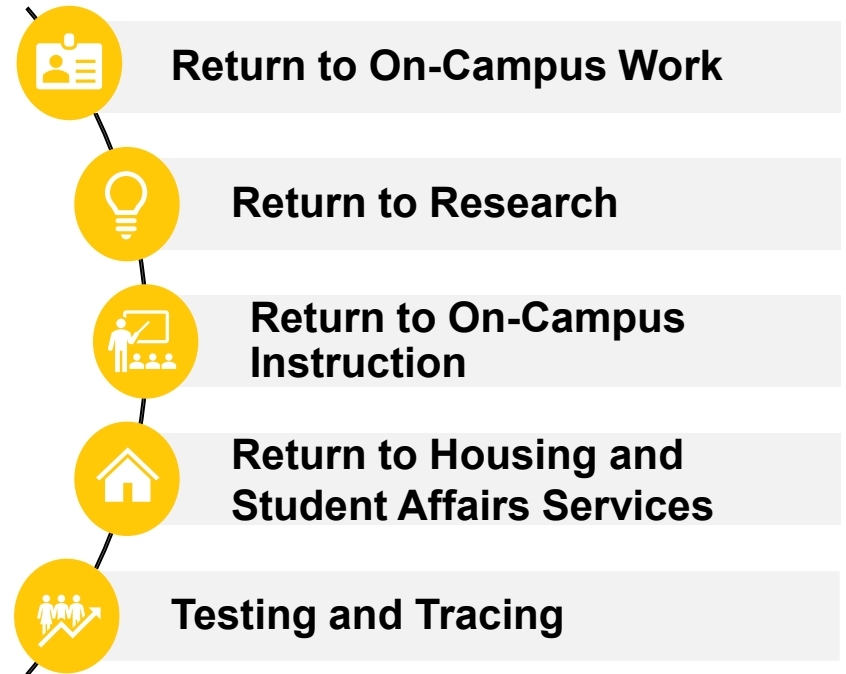
SUMMARY

- Anticipate returning this fall, in a limited capacity, with increased safety and sanitation protocols
- Transition to remote instruction after Thanksgiving break
- Encourage those with increased risk of severe illness or older than 65 to continue to work and learn remotely until further notice
- Employ a hybrid strategy for classes and fall events that offers virtual participation to limit frequency of face-to-face interactions
- Conduct targeted testing and tracing, as well as daily screening and education for all employees and students



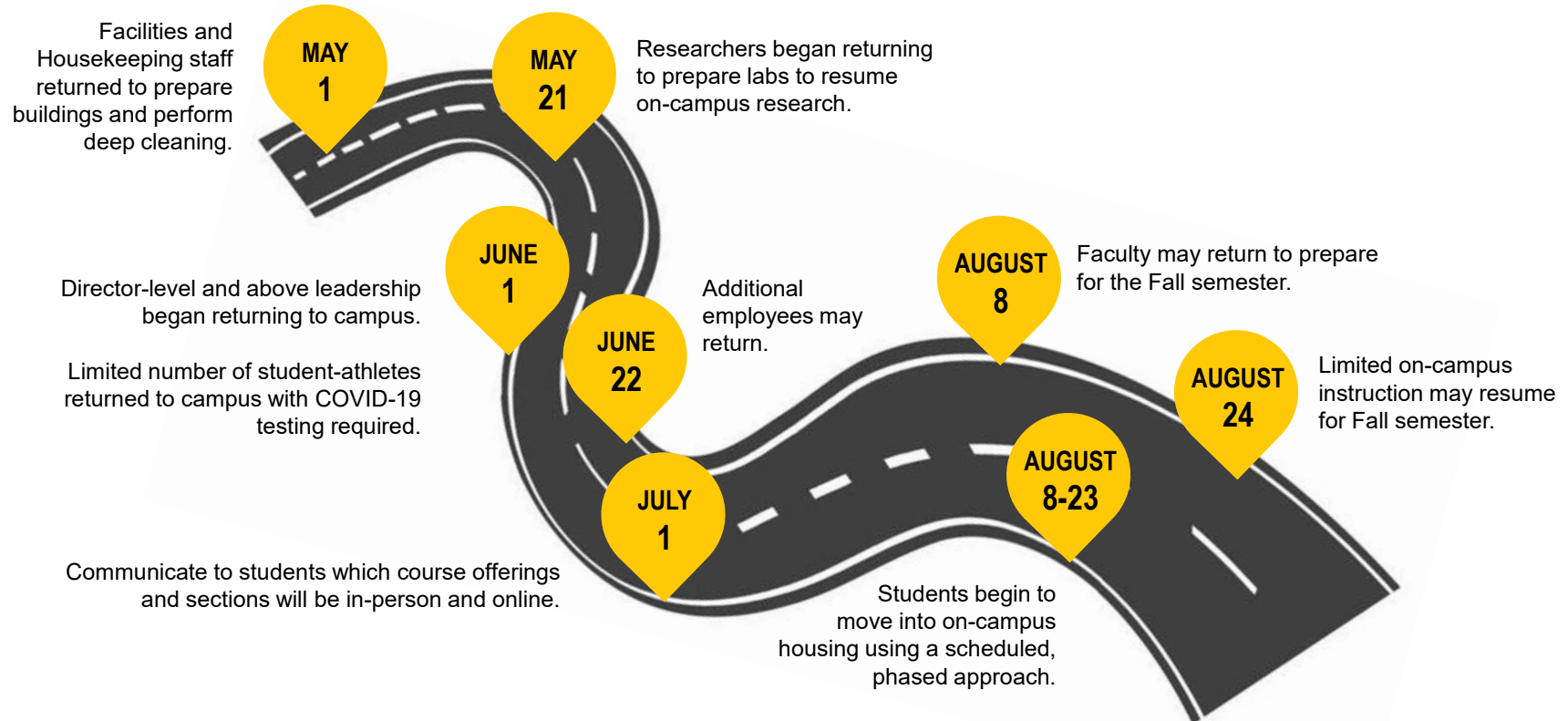
PLANNING GROUPS

- Emerging Issues and Crisis Response Team (EICRT) provides leadership prior to and during an emerging issue, crisis or university incident
- Planning included representation from leadership, faculty, staff and students and campus feedback
- Worked in conjunction with UCF's Emergency Operations Center, the Florida Department of Health (FDOH) and other state and local government agencies



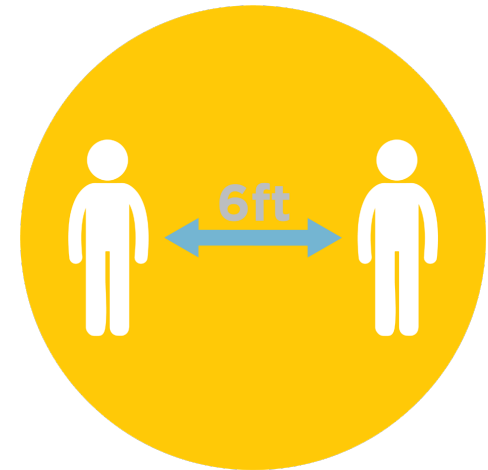
**WHAT IS INCLUDED
IN OUR PLAN?**

RETURN TO CAMPUS ROADMAP



CAMPUS ENVIRONMENT

- Common touchpoints, bathrooms and common areas being disinfected and frequently cleaned consistent with CDC guidance
- Hand sanitizer stations, touchless devices (faucets and step-and-pulls on doors) and plexiglass dividers being installed
- Office and classroom capacities will be modified to support physical distancing
- Course and schedule flexibility will allow students and employees to continue remotely if needed
- Virtual options encouraged to avoid unnecessary gatherings



CAMPUS COMMUNITY

- Face coverings required in all inside common spaces or when in close proximity to others
- All faculty, staff and students must complete training outlining university's health measures, including effective hand washing, physical distancing, proper use and care of face coverings, etc.
- Signage at entrances and high-traffic areas will remind community of new guidelines
- New emergency university policy posted online applies to all members of university community, including visitors





PROTECT OUR **UCF** COMMUNITY

PREVENT AND AVOID THE SPREAD OF COVID-19 WITH THESE TIPS



**Wash hands
often**



**Avoid touching
your face**



**Wear protective
mask**



**Disinfect
touched items**



**Keep 6ft physical
distance**

**STAY HOME
IF SICK**

EXCEPT TO GET MEDICAL CARE

ucf.edu/coronavirus

ARMOR UP, KNIGHTS

REPORT A CONCERN AT
bit.ly/ucf-integrity-line



COVID-19 TESTING

- Two on-campus testing sites located at main campus and Lake Nona for students, faculty, staff and the community
- Testing required for the following groups upon arrival at UCF:
 - All students returning to university-owned housing
 - All students and staff residing in Greek housing
 - All student-athletes whether living on or off campus
 - All symptomatic students
- Voluntary testing for students, faculty and staff for virus and antibodies



TESTING AND TRACING OVERSIGHT

Clinical Testing and Tracing Oversight Committee

College of Medicine, Communications and Marketing, Florida Department of Health, Human Resources,
Student Development and Enrollment Services, Student Health Services

Application and Web Screening Subcommittee

Center for Distributed
Learning
College of Engineering and
Computer Science
UCF IT

Testing Subcommittee

College of Medicine
Emergency Management
Student Development and
Enrollment Services
Student Health Services

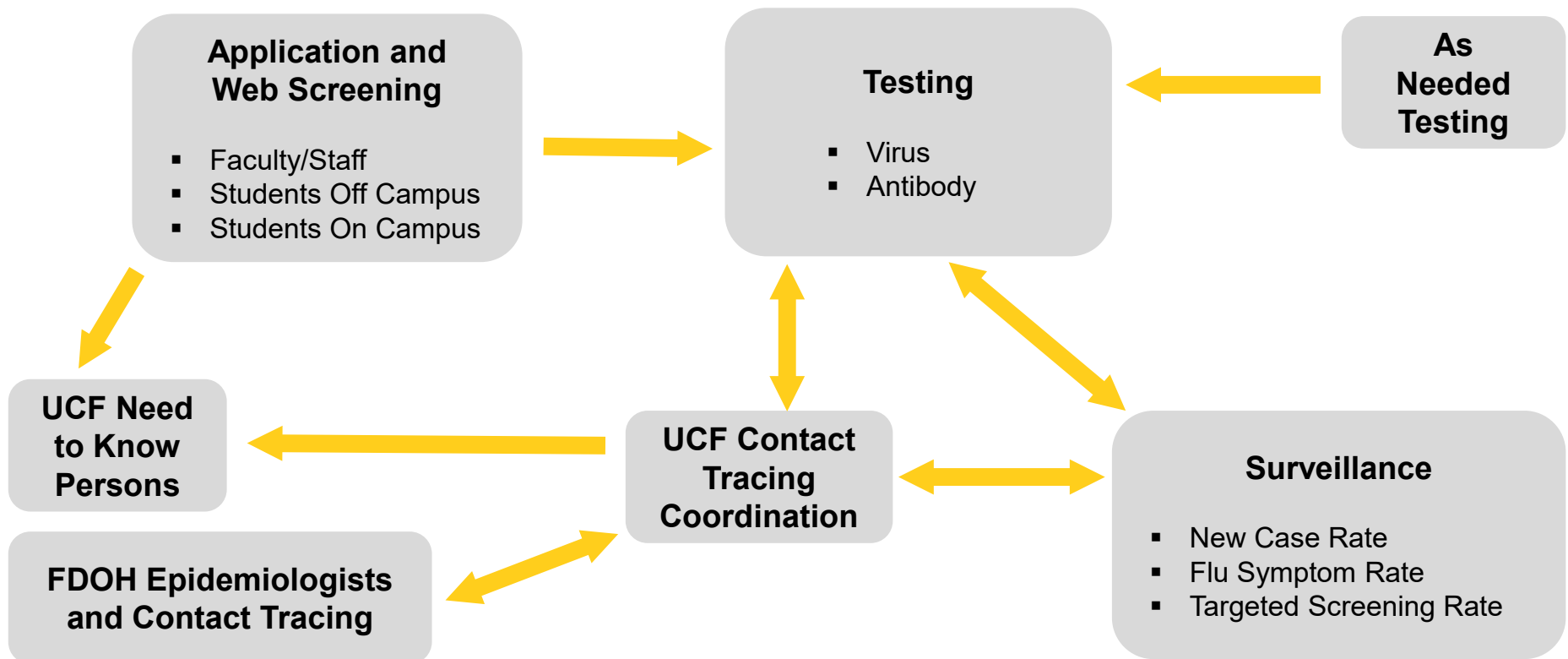
Surveillance Subcommittee

College of Engineering and
Computer Science
College of Health Professions
and Sciences
College of Medicine
UCF IT

Contact Tracing Coordination Subcommittee

College of Medicine
College of Nursing
Florida Department of Health
Student Development and
Enrollment Services
Student Health Services
UCF Health

INTERCONNECTED EFFORTS



RETURN TO CLASSES

- **By July 1**, finalize face-to-face, hybrid and online course offerings
- **Key considerations are:**
 - Prioritize quality of educational offerings
 - Courses with greatest need for face-to-face experience
 - Courses in which high-quality online experience could be offered with fully trained faculty
 - Courses needed for FTIC students to aid student retention and progression
- Large classes (100+) will be taught remotely and faculty prepared for efficient transition to all remote courses, if necessary
- Nearly 400 additional faculty will be trained this summer to design and deliver online courses



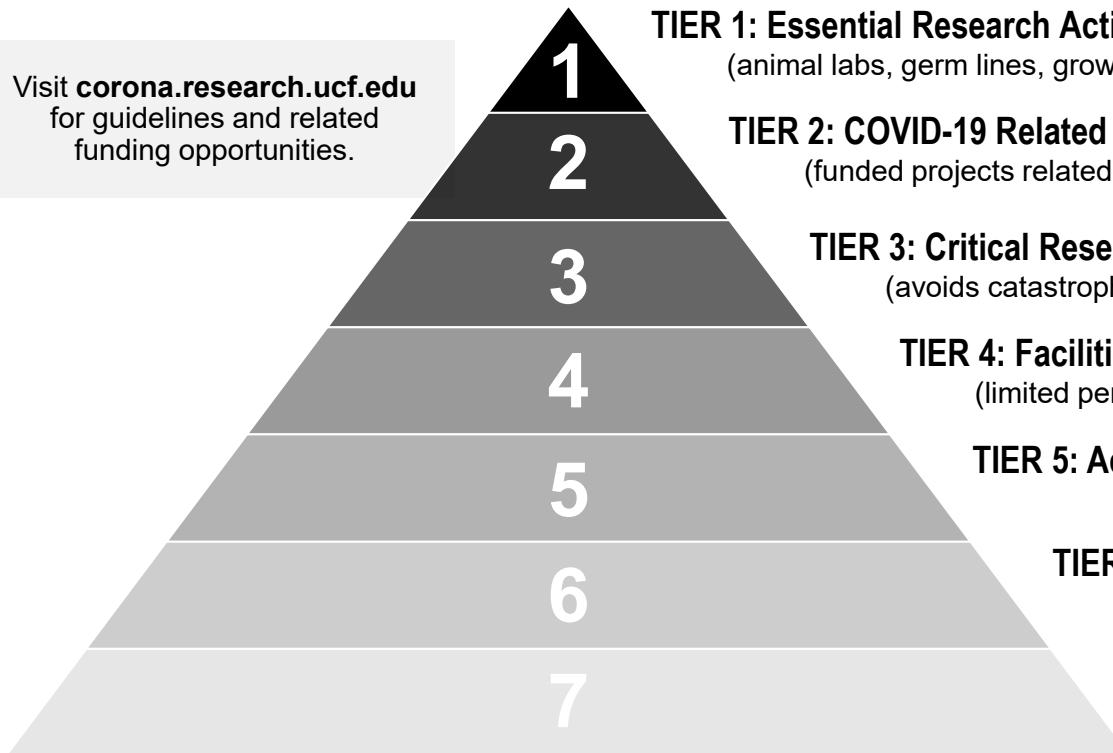
FLEXIBLE APPROACH

- Academic delivery plan will need to remain flexible if conditions change on campus or in community
- Faculty encouraged to plan courses so students who fall ill or become quarantined will be able to continue classwork
- Student support services have been restructured so they can be offered either in person or remotely
- Semester-long study abroad programs remain canceled for fall but will be revisited for winter



ON-CAMPUS RESEARCH

Visit **corona.research.ucf.edu**
for guidelines and related
funding opportunities.



TIER 1: Essential Research Activities

(animal labs, germ lines, growth chambers, equipment maintenance, etc.)

TIER 2: COVID-19 Related Rapid-Response Activities

(funded projects related to COVID-19, testing, 3D printing, etc.)

TIER 3: Critical Research Activities

(avoids catastrophic loss of resources or research results)

TIER 4: Facilities Preparation Activities

(limited personnel to prepare areas for operations)

TIER 5: Activities That Cannot Be Performed Remotely

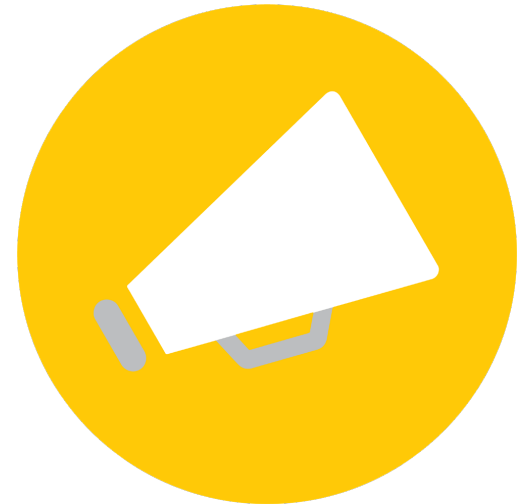
TIER 6: Human Subject Research

(if face-to-face is required)

TIER 7: All Other Research Activities

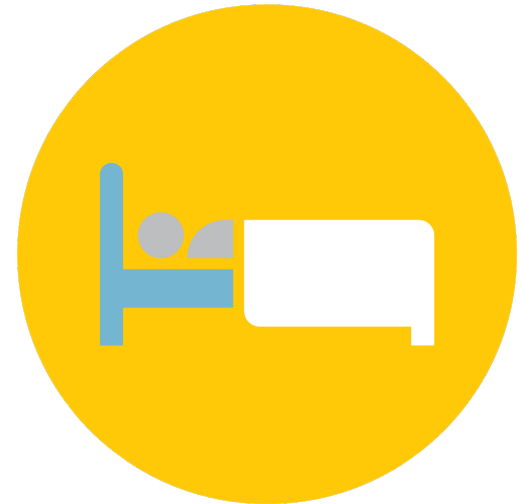
CAMPUS LIFE AND EVENTS

- Hybrid strategy for fall events and activities that will offer virtual participation, will limit frequency and size of face-to-face interactions and will leverage alternatives (outdoor spaces)
- Greek organizations will virtually recruit, and safety plans will be required for student organization activities
- Athletics participation (for student-athletes and spectators) will depend on guidance from state and local officials, as well as American Athletic Conference and National Collegiate Athletic Association



ON-CAMPUS HOUSING

- Shift from full to reduced occupancy and will provide some limited double occupancy
- Move-in will be staged, and residents will be tested upon arrival
- Rooms will be reserved for on-campus students who need to quarantine or who test positive for COVID-19 with wrap-around student services, such as dining and classroom materials



covid19questions@ucf.edu

To ask questions

ucf.edu/coronavirus

For latest updates and resources

ucf.edu/coronavirus/returning-to-ucf

For return-to-campus plans and information



UCF RETURN TO CAMPUS PLAN

FALL 2020

**UNIVERSITY OF CENTRAL FLORIDA
BOARD OF TRUSTEES
JUNE 18, 2020**

Title: Emerging Issues Report: Direct Support Organizations and Other Affiliated Organizations

Background:

In December 2019, the University of Central Florida Board of Trustees Chair, Beverly Seay, and the Interim President, Dr. Thad Seymour, Jr., requested a review of the governance and oversight of all direct support organizations (DSOs) and other affiliated organizations (DSO Project). Chair Seay appointed Trustee Bradley for guidance and Margaret Jarrell-Cole, Associate Vice President, DSOs is the staff lead.

Short History:

- 2017 – AGB was engaged by the UCF President’s office to assess DSO governance and operations.
- 2018 – Association of Governing Boards (AGB) issued a report with recommendations, including creating a position in the UCF President’s office to over see DSO governance and implement the recommendations. That position was filled by Margaret Jarrell-Cole and careful reviews of all governing documents commenced. DSO board governance training and staff training was held and Ms. Jarrell-Cole assisted in the review and to adopt bylaw confirming to a UCF template.
- 2019 – Work began to examine governance of the Board of Trustees (BOT) and AGB conducted a review, made recommendations and presented at a BOT governance workshop. Many recommendations, along with BOT recommendations, were adopted. One major recommendation was the creation of a board office.
- 2020 – AGB was hired in a targeted engagement to advise as to best practices and good governance and review the current report.
- 2020 – DSO Project assessment and recommendations submitted.

Issues to be Considered:

Whether DSOs are governed and managed to fulfill the BOT’s fiduciary obligations and to provide a standard of good governance and management for UCF DSOs raising the standard to a model UCF standard. Specifically today, whether to (1) support the DSO Project Report Management Recommendations to be implemented by the UCF President and (2) recommend the DSO Project Report Governance Recommendations to the BOT Governance Committee for adoption.

Alternatives to Decision:

Amend or decline the recommendations.

Fiscal Impact and Source of Funding:

Minimal.

Recommended Action:

(1) Support the DSO Project Report Management Recommendations to be implemented by the UCF President, and (2) support forwarding the DSO Project Report Governance Recommendations to the BOT Governance Committee for review and returning final recommendations to the Board of Trustees for adoption.

Authority for Board of Trustees Action:

Florida Statutes 1004.28, BOG Regulation 9.011 and UCF Policy 4.034 (attached to the report).

Contract Reviewed/Approved by General Counsel:

Not applicable.

Chair of the Board approval:

Chair Beverly Seay approved this item being added to the agenda.

Submitted by: Trustee Ken Bradley and Margaret Jarrell-Cole, AVP DSOs

Supporting Documentation:

Attachment A: Emerging Issues PowerPoint Presentation

Attachment B: Emerging Issues Report: Direct Support and Affiliated Organizations

Attachment C: Important Additions to the Checklist for Good DSO Management (DSO Report Excerpt, Section B(1) Page 9)

Attachment D: Important Additions to the Checklist for Good DSO Governance (DSO Report Excerpt, Section B(2), Page 10)

Facilitators/Presenters: Trustee Ken Bradley and Margaret Jarrell-Cole, AVP DSOs



University of Central Florida Direct Support and Affiliated Organizations

Ken Bradley
Trustee Representative

Margaret Jarrell-Cole
Associate Vice President for DSOs



Trustees Had Questions About Our DSOs and Other Entities

- How do UCF trustees fulfill our fiduciary obligations relating to DSOs?
- To whom is the DSO accountable?
- How is the DSOs work being accomplished?
- How do we optimize opportunities for success and limit risk?

Trustee Fiduciary Obligations

“As fiduciaries, governing boards and their officers need to know what their affiliates actually do for their institutions and how the governing board satisfies its basic duties, including care, loyalty, and obedience, with regard to them.”

AGB: John T. Casteen (November/December 2014), Governing Boards and University-Affiliated Organizations: Risks and Rewards, Volume 22, Number 6

Great Governance Guidelines and Recommendations

We adopted these guidelines for our work and our recommendations:

- ✓ Transparency
- ✓ Accountability
- ✓ Streamlined and Consistent Governance
- ✓ Meaningful Alignment

The DSO Project Acknowledges the Current Oversight and Progress, Assesses Gaps and Recommends

- Background
- Substantial oversight by BOG, BOT and President
- Aligns with ongoing DSO governance review and actions
- Steps (with targeted AGB consultation)
 1. Assessment
 2. Guidelines
 3. Management Recommendations
 4. Governance Recommendations

Two Types of Recommendations

**Management
(UCF President)**

**Governance
(UCF BOT)**

- ✓ **Develop annual business plan with performance criteria**
- ✓ **DSO Management Checklist used**
- ✓ **One auditor for all DSOs**
- ✓ **Align staff with university resources such as IT**
- ✓ **MOU with UCF and each DSO**

- ✓ **Foundation model of board chair and VP-CEO**
- ✓ **Enhanced training**
- ✓ **DSOs report to a BOT committee**
- ✓ **Review delegations of authority**
- ✓ **Outline process for creating a new DSO**

The DSO Project Acknowledges the Current Oversight and Progress, Assesses Gaps and Makes Recommendations to Fill the Gaps

- Background
- Substantial oversight by BOG, BOT and President
- Aligns with ongoing DSO governance review and actions
- Steps (with targeted AGB consultation)

1. Assessment

2. Guidelines

3. Management Recommendations

4. Governance Recommendations

Good Governance Opportunities and Risks

Opportunities

- ✓ Enhances reputation
- ✓ Grantors prefer well-run entities
- ✓ Skilled and interested board members are attracted to well-run entities
- ✓ Peace of mind when fiduciary obligation of the board is met, resulting in ability to focus on strategic issues

Good Governance Opportunities and Risks



Risks

- ☐ Reputation
- ☐ Financial liability
- ☐ Inefficiency
- ☐ Distracts from the mission
- ☐ Loss in donations
- ☐ Less interest from qualified board members

Recommend Future Project for Affiliated Organizations

DEFINE

- ✓ 25% board members
- ✓ 25% of stock
- ✓ Managing partner
- ✓ Act as fiscal agent
- ✓ Guarantee obligations
- ✓ Included in UCF financial statements

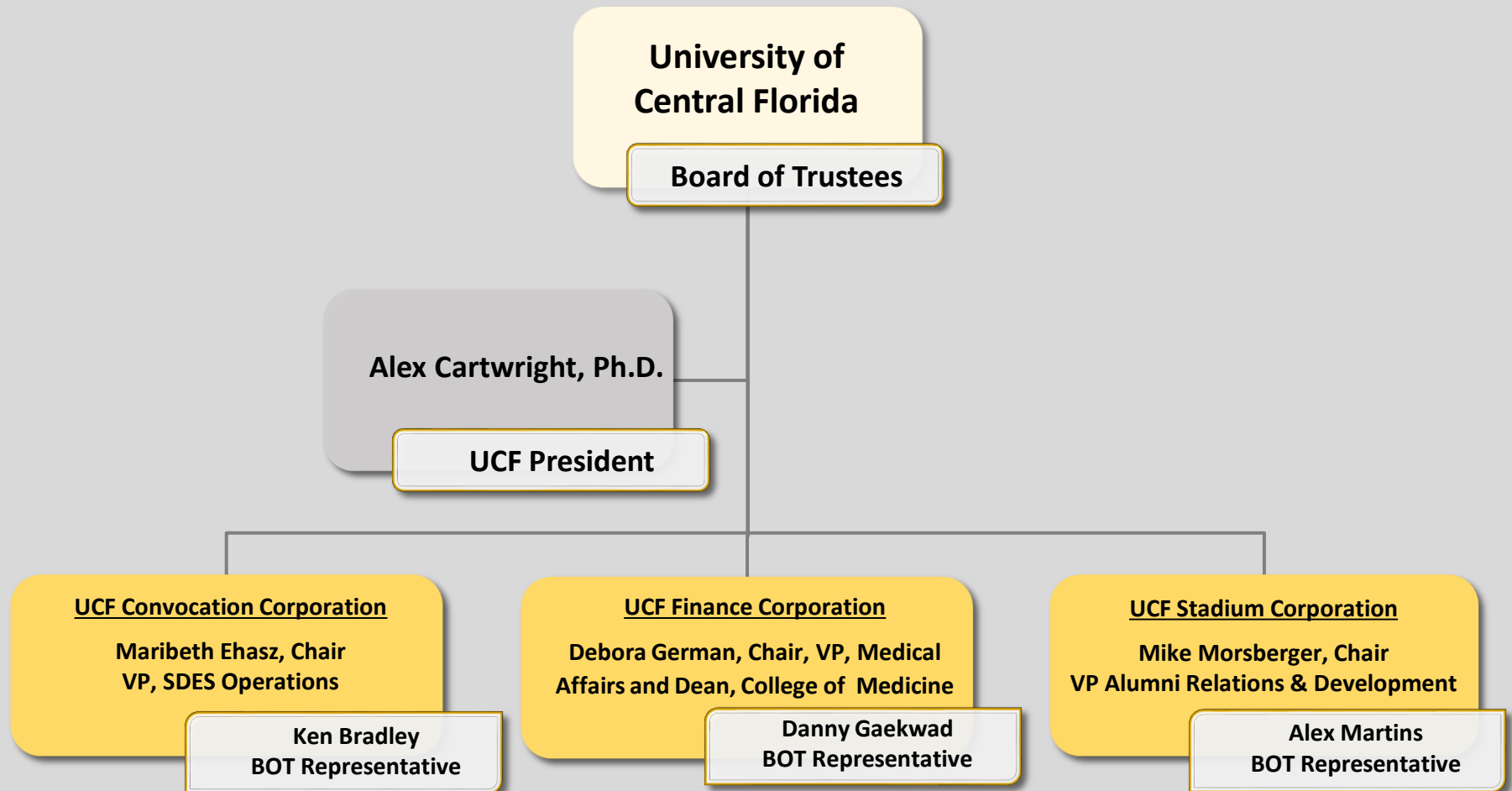
OVERSIGHT

- ☐ BOT Approval for new AOs
- ☐ Alignment with UCF mission
- ☐ Trustee may be assigned
- ☐ President or VP assigned
- ☐ Assigned legal counsel
- ☐ Transparent financial reporting

DSO Project Process

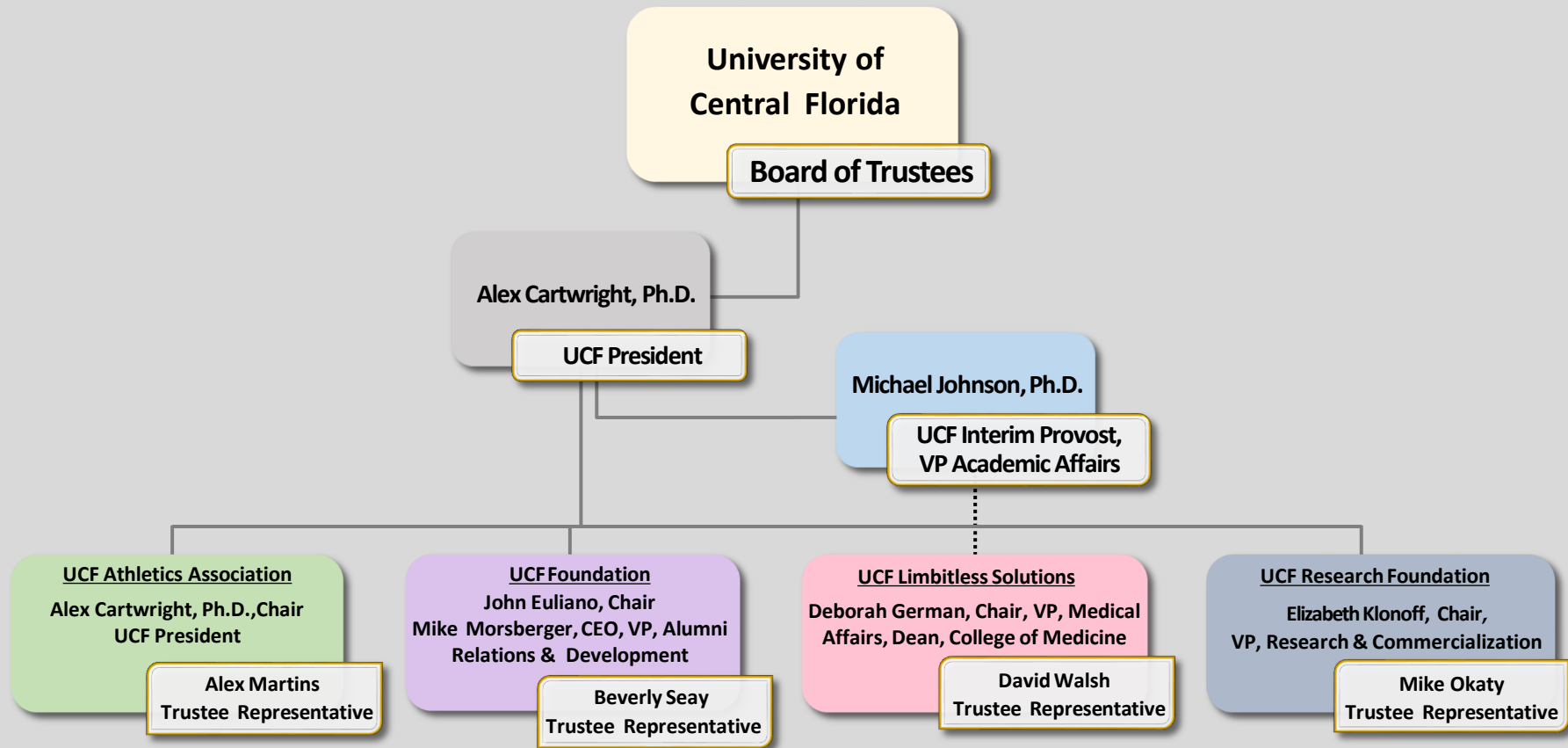
- **Background**
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UCF BOT Created 3 Financing DSOs



Note: (1) Financing DSOs
(2) Each DSO overseen by VP or president

UCF Created 5 Operating DSOs*



*Note: UCF Academic Health DSO and Central Florida Clinical Practice Organization Faculty Practice Plan are both included in the UCF Health Emerging Issues Project led by Trustee Conte.

DSO Project Process

- **Background**
- Substantial oversight by BOG, BOT and President
- Aligns with ongoing DSO governance review and actions
- Steps (with targeted AGB consultation)
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 2. Guidelines
 3. Management Recommendations
 4. Governance Recommendations

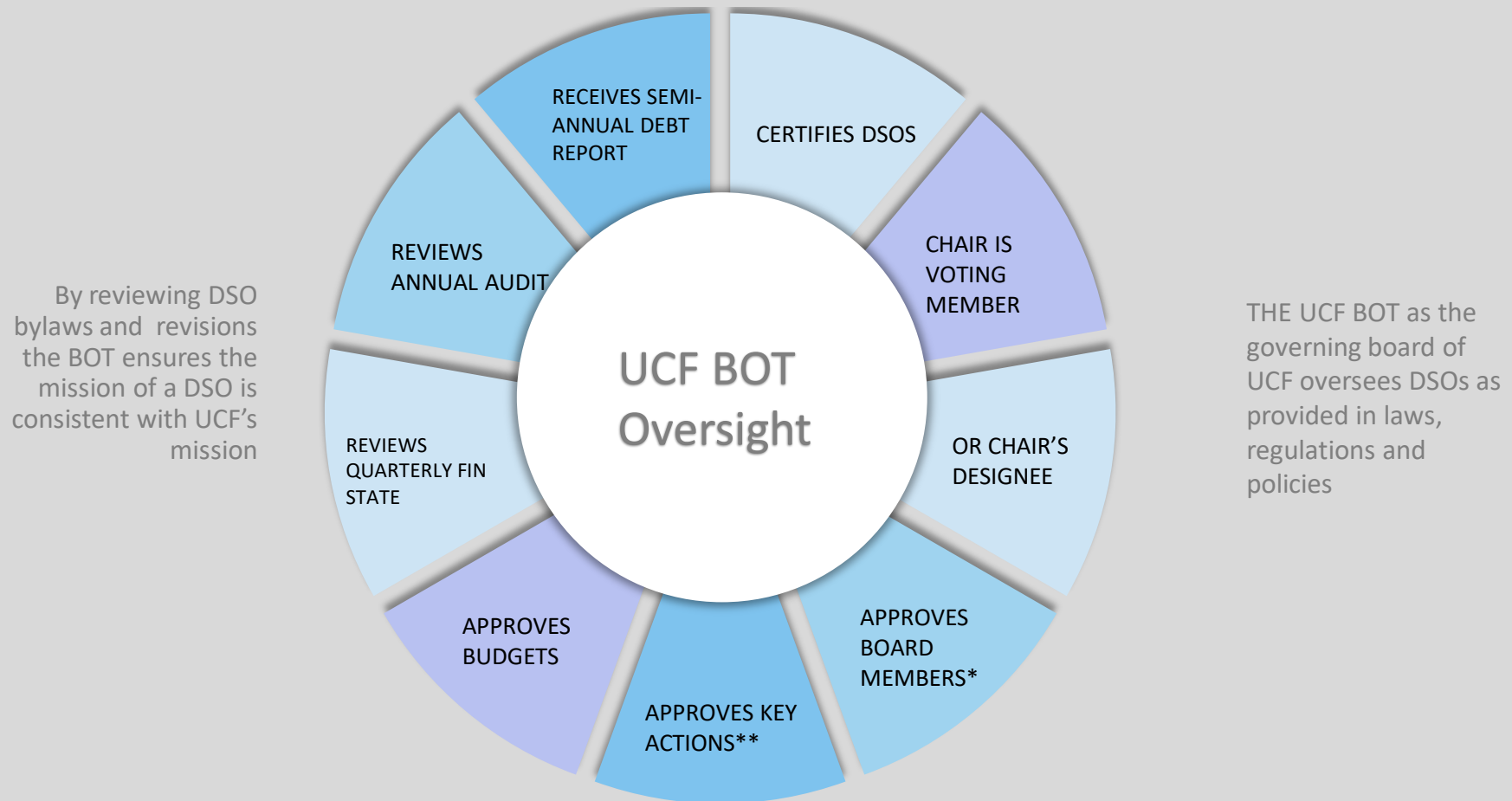
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DSO Project Process

- Background
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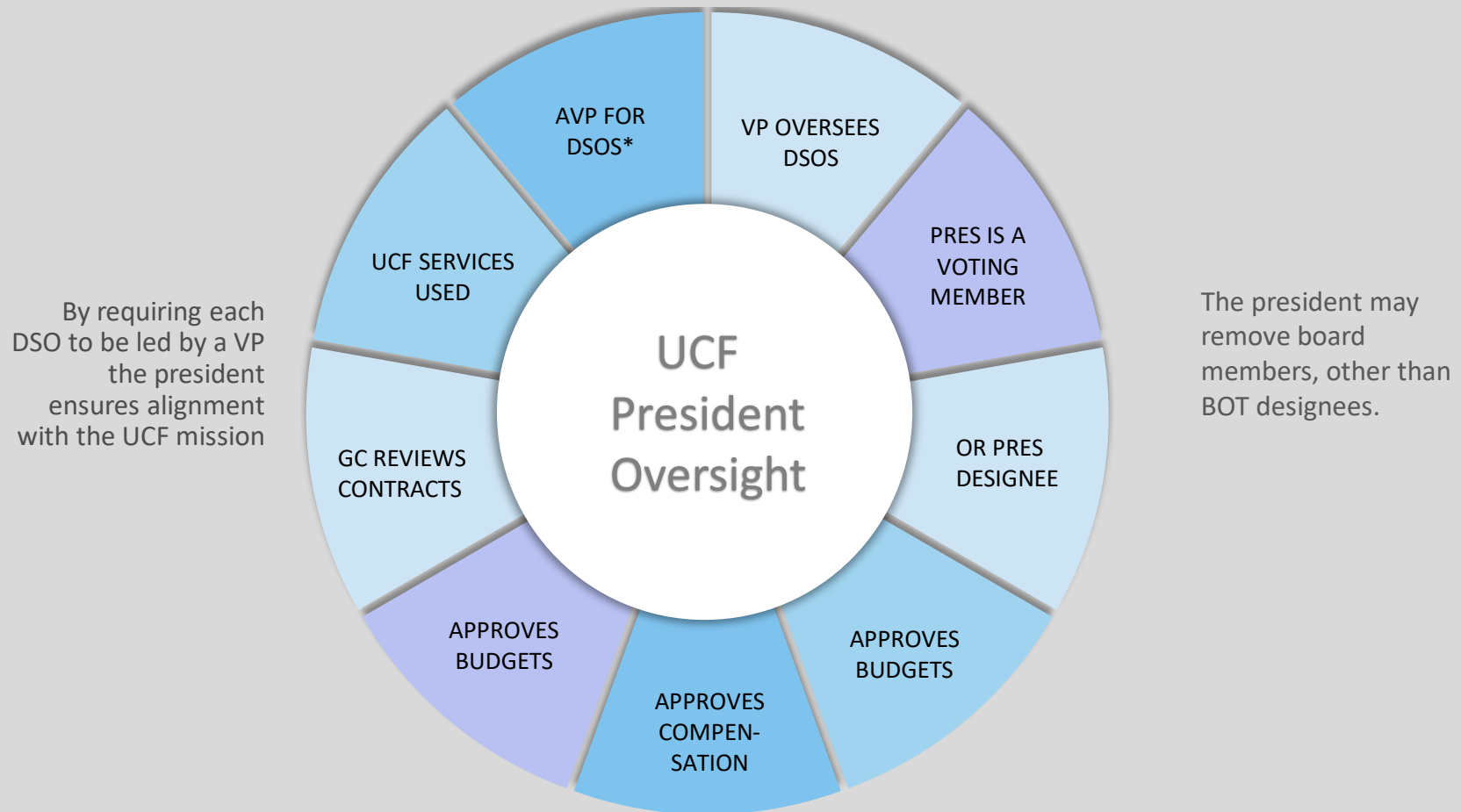
BOT DSO Partnership



*other than president or designee

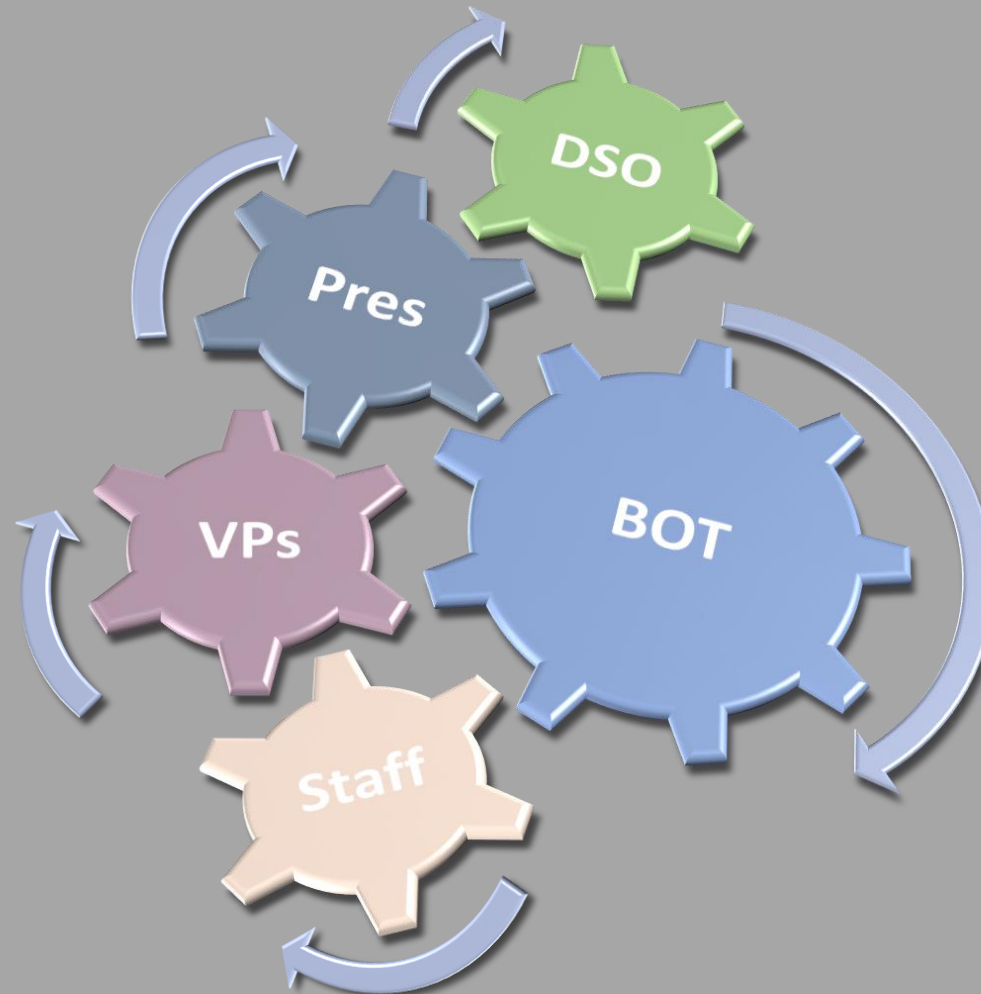
**debt, facilities over \$2MM, financial commitment of \$5MM or more and bylaws

President-DSO Partnership



*phased assessment, improvement and training

DSO Success Requires A Team Approach



35 Interviews Identified Issues



- ✓ 5 Trustees
- ✓ 7 DSO leaders
- ✓ Affiliated organization leadership
- ✓ UCF Compliance and Risk
- ✓ 10 UCF President's Cabinet Members
- ✓ DSO Liaison Committee
- ✓ 3 UCF faculty members in non-profit management

We Heard about Our Strengths from You

Strengths

DSO board members add needed expertise

DSO board members keep more UCF friends connected to UCF

DSOs do important work for UCF

Some DSOs have important missions and are well managed

Compliance to legislative public records exemption is important in some operations, such as estate planning, research and IP

UCF has fewer DSOs to manage than many public universities

Requiring an effective external audit is important

We Heard About Our Opportunities from You

Areas of Opportunity

Does UCF need each of the DSOs and should we combine any DSOs?

Does the DSO board have the right board members with the needed experience?

We need to improve the culture.

We should create tools and processes to create guardrails and alert the BOT if anything goes awry

We need guidelines for creating new DSOs.

UCF should eliminate the inefficiencies such as separate DSO IT, HR and finance, including reporting to the UCF CFO.

Having UCF VPs serve as DSO chairs when they oversee the operations is not optimal

BOT 2020 Emerging Issues Process

- Background
- Substantial oversight by BOG, BOT and President
- Aligns with ongoing DSO governance review
- Steps
 1. Assessment
 2. Guidelines
 - 3. Management Recommendations**
 - 4. Governance Recommendations**

Two Types of Recommendations: Management



**Management
(UCF President)**

**Governance
(UCF BOT)**

- ✓ **Develop annual business plan with performance criteria**
- ✓ **DSO Management Checklist used**
- ✓ **One auditor for all DSOs**
- ✓ **Align staff with university resources such as IT**
- ✓ **MOU with UCF and each DSO**

Two Types of Recommendations: Governance

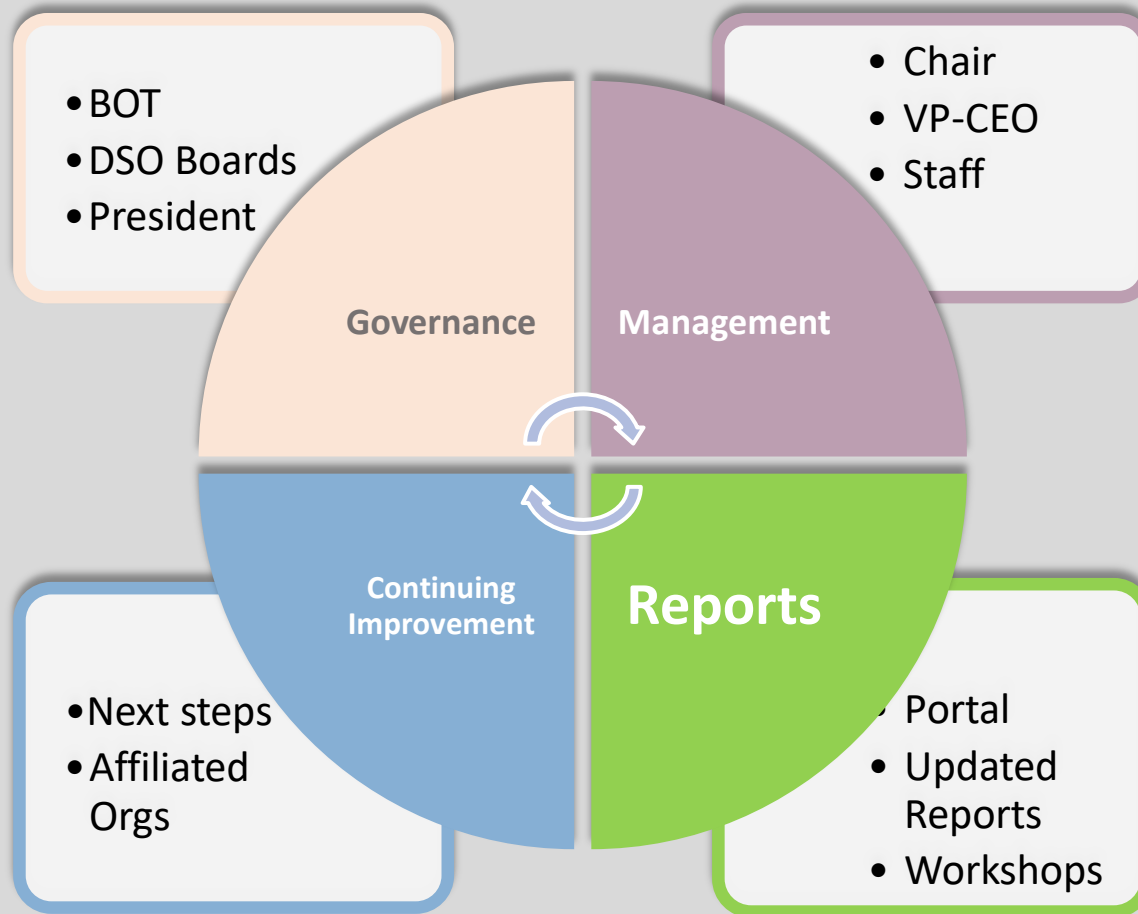
**Management
(UCF President)**

**Governance
(UCF BOT)**

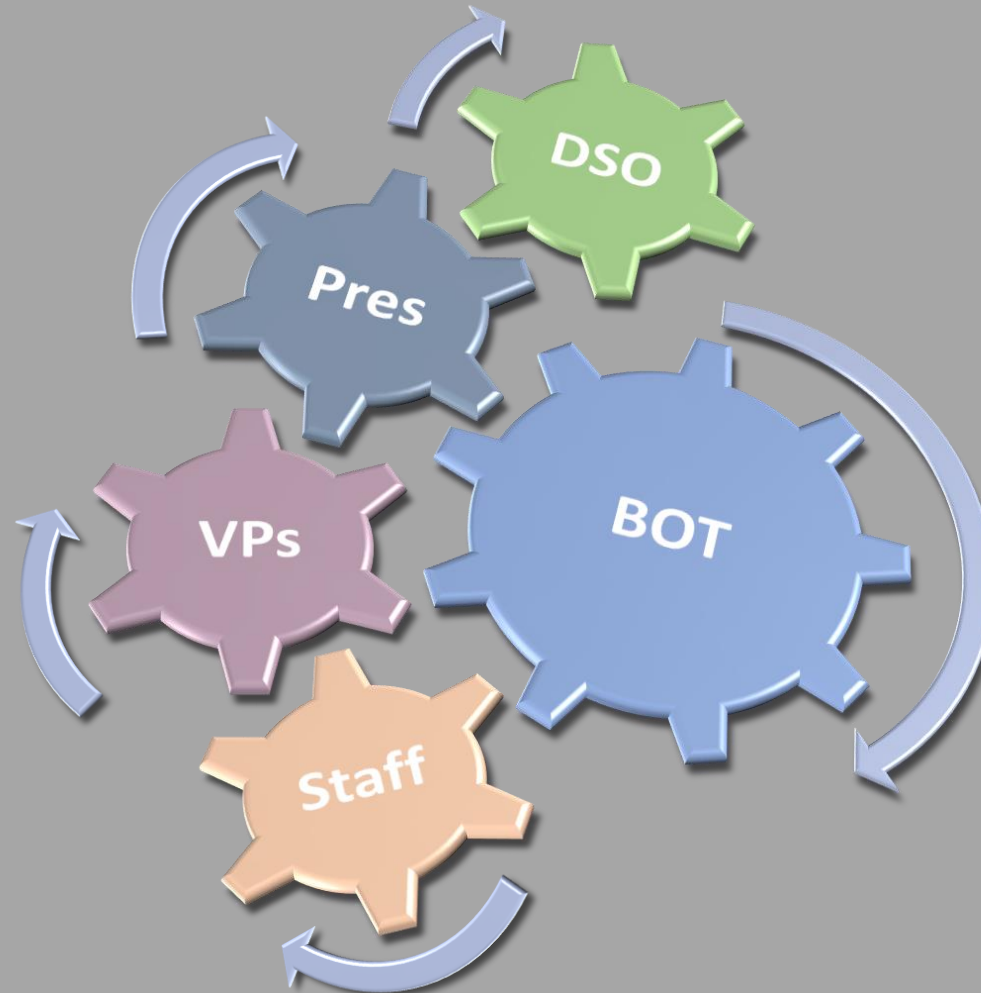
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- ✓ Align staff with university resources such as IT
- ✓ MOU with UCF and each DSO

- ✓ Foundation model of board chair and VP-CEO
- ✓ Enhanced training
- ✓ DSOs report to a BOT committee
- ✓ Review delegations of authority
- ✓ Outline process for creating a new DSO

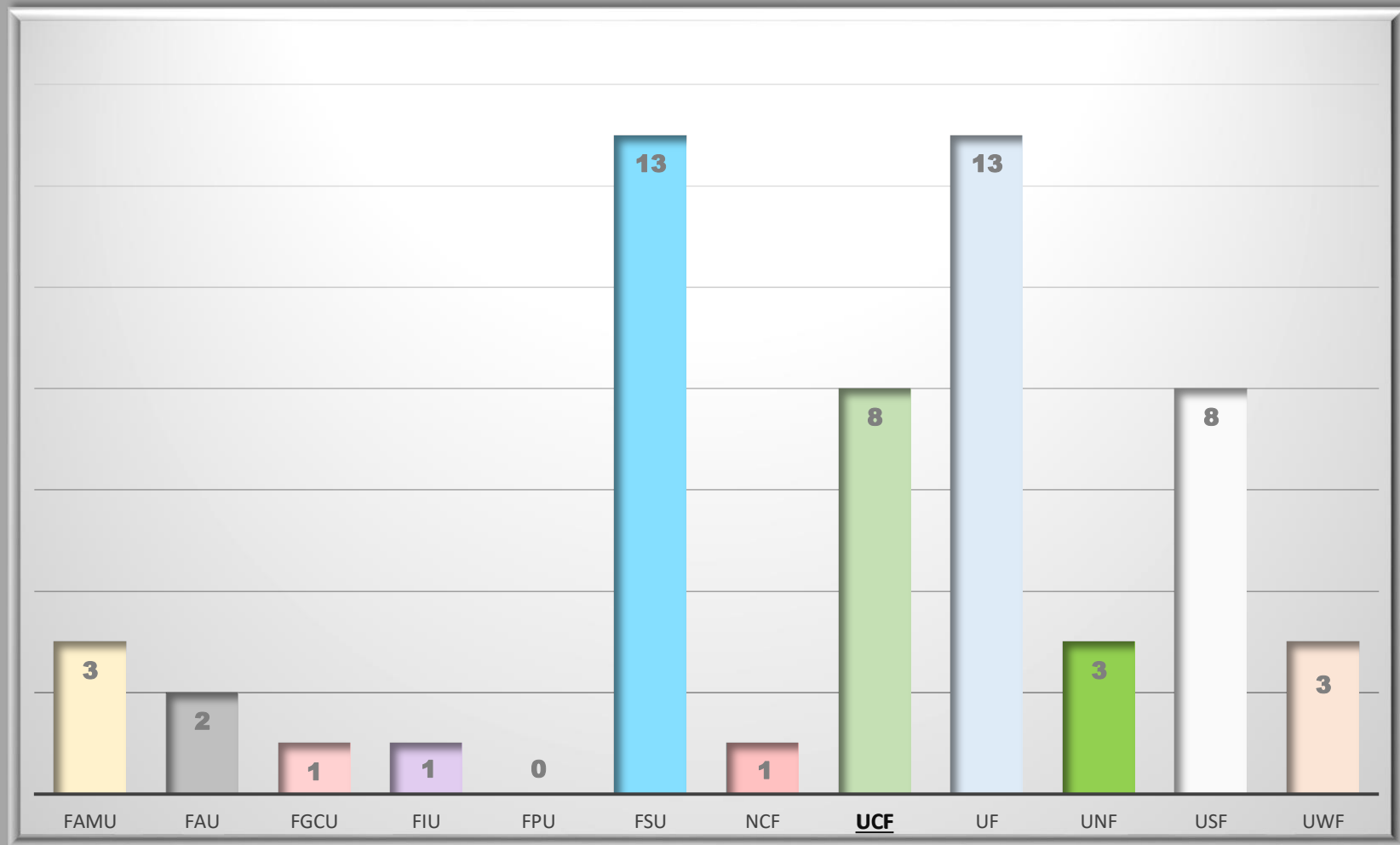
How UCF DSOs Rise to the New UCF Standard



DSO Success Requires A Team Approach



State University System DSOs



EMERGING ISSUES

June 18, 2020

Direct Support and Affiliated Organizations

Objective:

Direct support organizations (DSOs) are created by the University of Central Florida (UCF) Board of Trustees (BOT) with clear oversight by the Florida Board of Governors, BOT, and UCF President as provided in statute, regulations and policies as noted in Attachments A, B, C and D. BOT Chair Seay and then UCF Interim President Seymour requested an in-depth review of the DSOs to answer questions such as: *How do UCF trustees fulfill our fiduciary obligations relating to DSOs*? To whom is the DSO accountable? How is the DSOs work being accomplished? How do we optimize opportunities for success and limit risk?* To answer these question and others, we conducted interviews, identified opportunities and risks and inventoried and reviewed 7* of the 8 UCF direct support organizations to determine if best practices in governance and management were being followed. As opportunities for improvement were identified, we made recommendations based on the review (DSO Project).

*See the Association of Governing Boards (AGB) article.

**UCF's 7 DSOs include UCF Convocation Corporation, UCF Finance Corporation, UCF Stadium Corporation, UCF Research Foundation, UCF Athletics Association, UCF Foundation and Limbless (UCF Academic Health is under a separate emerging issue) - see Attachment E for more information.

DSO Project Team:

Ken Bradley, UCF Board of Trustees

Margaret Jarrell-Cole, Associative Vice President, DSOs

DSO board staff and other UCF staff made significant contributions to the DSO Project, DSO Project Team

Overview:

This report includes (1) background information about existing DSO requirements, (2) a description of our interview and assessment process and (3) guidelines and recommendations to improve governance and management for these organizations. The focus of this report is DSOs and additional phases are recommended for other affiliated organizations.

Guidelines:

- ✓ **Transparency**
- ✓ **Accountability**
- ✓ **Streamlined and Consistent Governance**
- ✓ **Meaningful Alignment**

1. BRIEF HISTORY SHOWS SOME GOVERNANCE WORK BEGAN IN 2017

Each DSO is a Florida nonprofit organization, 501(c)(3) charitable organization under federal law and a direct support organization certified by the BOT under Florida law. A UCF vice president is charged with overseeing the work of the DSO, the BOT chair or designee sits on the DSO board and any executive committee and the UCF president or designee serves in the same way. Beginning in 2017, UCF started a more intense review of DSO governance and management.

In 2017, UCF engaged the Association of Governing Boards (AGB) to analyze the governance and management of UCF's DSOs. AGB's report was issued in 2018 with recommendations including:

- Embracing **consistency** of governing documents for all DSOs
- Requiring **best practices** in management and oversight
- Accepting **transparency and accountability** as goals
- Creating a part-time **position to assist in DSO governance oversight**

The UCF President's Office created the new position with a charge to implement the AGB recommendations. The position was filled by Margaret Jarrell-Cole, Associate Vice President for Direct Support Organizations (AVP for DSOs) who began work in January 2019.

In December 2019, UCF Board of Trustees Chair Beverly Seay charged Trustee Bradley with conducting an emerging issue review of UCF's DSOs and other affiliated entities with three key objectives:

- How are affiliated organizations, including DSOs governed?
- How are affiliated organizations accountable to the BOT, UCF leadership and the larger communication?
- Do affiliated organizations operate consistently?

The BOT requested DSO Project aligns with the AGB report and the 2019-20 governance work of the AVP for DSOs. Working with Trustee Bradley, resources were focused to achieve the objectives, including a deeper dive into the DSOs, in a shorter time frame.

The work of the DSO Project Team included an inventory, assessment and recommendations. AGB provided consultation and recommendations to the DSO Project team on governance and management direction. We interviewed trustees, directors of the DSO boards, UCF President's Cabinet members, DSO staff, advisors and UCF faculty.

2. COMPLETED OVER 35 INTERVIEWS

To complete this report, we interviewed over 35 trustees, vice presidents, DSO board members and others:

UCF Trustees and Their DSO Service	
Danny Gaekwad	UCF Board Trustee, UCF Finance Corp
Alex Martins	UCF Board Trustee, UCF Stadium Corp
Michael Okaty	UCF Board Trustee, UCF Research Foundation
Beverly Seay	UCF Board Trustee, Chair, UCF Foundation
David Walsh	UCF Board Trustee, Limbitless
UCF President Cabinet Members	
Alexander N. Cartwright, Ph.D.	President and Chair, UCF Athletics Association
Scott Cole	Vice President, General Counsel
Dr. Maribeth Ehasz	Vice President, Chair, UCF Convocation Corp

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Dr. Deborah German	Vice President, Chair, UCF Finance Corp, Limbitless, CFCPO, UCF Academic Health
Mike Kilbride	Assistant Vice President, Admin. and Operation Innovation (UCF Finance Corporation)
Dr. Elizabeth Klonoff	Vice President, Chair, UCF Research Foundation
Michael Morsberger	Vice President for Advancement and CEO UCF Foundation, Chair, UCF Stadium Corp
Janet Owen	Vice President, Government Relations, Assoc General Counsel
Thad Seymour	Interim President and Chair, UCF Athletics Association
Misty Shepherd	Vice President, COO
Joe Trubacz	Vice President, CFO
DSO Corporate Legal Counsel	
Jennifer Cerasa	Sr. Associate General Counsel, UCF and Legal Counsel, UCF Foundation, Inc.
Jordan Clark	Associate General Counsel, UCF Athletics, Convocation, Stadium Corps
Natasha Hellerich	Associate General Counsel, Limbitless Solutions, Inc. and Finance Corp
Jeanette Schreiber	Sr. Associate Vice President for Health Affairs, CLO, UCF Academic Health
Sandra Sovinski	Deputy General Counsel for Research, UCF Research Foundation
UCF and DSO Leadership	
Paige Borden	Associate Provost and Chief Analytics Officer
Youndy Cook	Sr. Deputy General Counsel
John Euliano	Chair, UCF Foundation, Inc.
Andrea Gandy	Director of Enterprise Risk and Insurance Management
Albert Francis	Assistant Vice President, Financial Affairs (Debt Management)
Rachael Schaeffer	Assistant Vice President, Advancement Strategy and COO, UCF Foundation
Robert Taft	Chief Audit Executive for University Audit
Dorcas Wilkinson	Associate Vice President, UCF Foundation (Retired)
Non-profit Administration Faculty	
Naim Kapucu	Director/Professor, Public Administration
Stephanie Krick	Director/Associate Lecturer, Public Administration
Staci Zavattaro	Associate Professor of Public Administration, Public and Nonprofit Management
UCF Advisors	
Ken Artin	Attorney, Bryant, Miller, Olive, PA
Leslie Bram	Senior Consultant, Association of Governing Boards (AGB)
Mark Galvin	Managing Director, Hilltop Securities

What we learned about DSOs from you:

Strengths	Areas of Opportunity
<ul style="list-style-type: none"> ✓ DSO board members add needed expertise. ✓ DSO board members keep more UCF friends connected to UCF. ✓ DSOs do important work for UCF. ✓ Some DSOs have important missions and are well managed. ✓ Relying on the legislative exemption from public records is important in some operations, such as estate planning, research and IP. ✓ UCF has fewer DSOs to manage than many public universities. ✓ Requiring an effective external audit is important. 	<ul style="list-style-type: none"> ✓ Does UCF need each of the DSOs and should we combine any DSOs? ✓ Does the DSO board have the right board members with the needed experience? ✓ We need to improve the culture. ✓ We should create tools and processes to create “guardrails” and alert the BOT if anything goes awry. ✓ We need guidelines for creating new DSOs. ✓ UCF should eliminate the inefficiencies such as separate DSO IT, HR and finance, including reporting to the UCF CFO. ✓ Having UCF VPs serve as DSO chairs when they oversee the operations is not optimal.

EMERGING ISSUES

DIRECT SUPPORT AND AFFILIATED ORGANIZATIONS

3. ANALYZED OPPORTUNITIES AND RISKS

The following opportunities and risks with UCF DSOs were identified in our review:

Opportunities

- Streamlining governance and management allows organizations to focus on strategic objectives
- Clear delineation of responsibilities provides board members with peace of mind and the ability to focus on mission-critical issues while clearing the way for managers to operate most effectively
- Strong organization governance and management attracts qualified and interested board members
- Well-run entities enhance their reputations
- Donors and grantors see organizations who are governed well as more secure places to invest

Risks

- Financial liability
- UCF Reputation
- Impact to the budget from federal and state legislature relationships
- Loss in donations
- Payment in fines or settlements
- Overpayment in contracts
- Inability to meet debt payments
- Detract from mission
- Inefficiencies
- Conflicts
- Board of Governors and federal and state legislature relationship damage such as an increase in oversight

In future phases, an analysis of these opportunities and risks may be applied to affiliated organizations other than DSOs.

4. BEGAN AN EXTENSIVE INVENTORY

In order to assess each direct support organization, Trustee Bradley requested the following initial inventory format for each DSO:

- Name of organization
- Type of board: governing, advisory, operating
- When and how the organization was created
- Type of organization: 501(c)(3), Florida non-profit, Florida for-profit corporation
- Purpose and goals of the board:
 - Mission
 - Key Activities
- Governing documents
- To whom is the board accountable?
- How does the board interact with the BOT?
- What are the key current and future issues the board faces?
- Describe the number of employees of the organization, salaries of the highest paid individuals, and who is the employer (UCF, DSO, PEO)
- How is the board structured?

EMERGING ISSUES

DIRECT SUPPORT AND AFFILIATED ORGANIZATIONS

- Board membership
 - Board selection process
 - Board member responsibility
 - Terms
 - Officers
 - Terms
 - Responsibility
 - Board staff
 - Meeting frequency
 - Sunshine law category
 - Board operating procedures
- How is board staffed?
- Board liaison contact information
- Who is legal counsel?
- Who is the designated agent for legal service of process?
- Which university services are used? (IT, HR, Finance?)
- Which functions are coordinated by UCF, such as UCF IT, UCF Audit and UCF Compliance, Ethics and Risk?
- Risk mitigation and insurance
- Board policies
- Finances, including debt and last budget showing
 - Main funding sources by category
 - Main expenses by category
- External auditor (See Attachment G)

Many of these questions are addressed by statute, regulations and UCF policies governing direct support organizations in Attachments A, B C and D.

5. CURRENT DSO OVERSIGHT IS SIGNIFICANT

Significant oversight of DSOs in statute, policy, guideline, or regulation were created to align DSOs with the university's mission and safeguard DSO resources. The existing oversight includes:

A. Florida Board of Governors Approval Is Required for Important Actions

1. Public private partnership activities
2. Debt exceeding certain thresholds
3. Material changes to debt previously approved
4. Debt related items presented to rating agencies
5. DSO capital projects

B. UCF Board of Trustees Oversight Extends to Material Actions

1. Certifies and decertifies DSOs
2. Establishes conditions for DSO to use university property, facilities or personal services (includes personnel)
3. BOT chair or appointee is a voting member and serves on any executive committee
4. Approves DSO board members (other than presidential designee, not appointees)
5. Approves DSO budget (operating and capital) and material amendments
6. Operations financial statement review
7. DSOs roll up into UCF financial statements
8. Reviews audit
9. Approves bylaws and changes to bylaws
10. Approves debt (Attachment H) and semi-annual debt report

EMERGING ISSUES

DIRECT SUPPORT AND AFFILIATED ORGANIZATIONS

11. Receives IRS documents
12. Approves material contracts
13. Adopted policy to release DSO records which are otherwise confidential and exempt under Florida law (Attachment D)
14. Transfers of state appropriations to a DSO are reported to the BOT and legislature

C. University of Central Florida Oversight Impacts Governance and Management

1. A UCF vice president manages each DSO and each VP is evaluated annually by the UCF President
2. The UCF President or designee serves on each DSO board
3. Employee compensation is approved by the president or designee reporting to the president
4. Budgets are approved by the VP and UCF President
5. The UCF President may remove board members (in new budget template but not all DSOs)
6. The president or designee is a voting member and member of any executive committee
7. The UCF General Counsel's Office reviews all contracts and assigns legal counsel to represent the DSO board
8. The AVP for DSOs oversees governance
9. UCF services are used for some DSOs
 - a. IT
 - b. HR
 - c. Telecom
 - d. Facilities and Safety
 - e. Administration and Finance

D. In 2019-20 Far-Reaching Actions Were Taken by DSO Project Team

In 2019 and 2020 calendar year to date, the AVP for DSOs with the dedicated DSO staff made progress toward implementing AGB's recommendations and adopting other best practices, such as following the BOT operating procedures. The following actions were completed in the areas of DSO board governance, transparency and consistency:

1. For all DSOs
 - a. **Transparency:** Adopted BOT operating procedures, including an agenda
 - b. **Consistency:** Strengthened lines of communication with all DSO staff, including assigned legal counsel, finance officers, directors, chairs, and board liaisons, including a DSO liaison committee featuring active participation by all
 - c. **Accountability:** Drafted a management checklist template (Management Checklist based on best practices provided by the Counsel for the Advancement of Secondary Education (CASE) which is being adapted for each DSOs business:

SAMPLE MANAGEMENT CHECKLIST FOR UNIVERSITY FOUNDATIONS**I. Federal and State Compliance**

501(c)3 Determination Letter
 Form 990
 Form 990-T (UBIT)
 Intermediate Sanctions (see Conflicts Policy)
 Information Security and Data Privacy (see Tech Section)
 State Nonprofit Corporation Act
 State Charitable Registration and Reporting Requirements
 State Gift Asset Requirements
 Freedom of Information and Sunshine Laws
 Uniform Prudent Management of Institutional Funds Act
 Annual Capital Projects Report to a. BOG, b. BOT, c. university president, d. BOD
 Report Transfer of State Appropriated Funds (capital projects) to a. Legislature b. BOG c. BOT d. BOD

II. Governance

Articles of Incorporation
 Bylaws (see Bylaws Template and add Bylaws requirements here)
 BOT Approval of New directors (excluding university president and BOT)
 Mission, Vision, Values Statements
 Board Member Roles & Responsibilities
 Board Operating Procedures
 Board Meeting Records & Minutes Policy
 Corporate Delegation of Authority from a. BOT b. BOD
 VP Is Chief Operating Officer
 Fiduciary Responsibilities ERISA, UPMIFA
 Annual Audit of Financial Statements
 BOT Approval of Material Contracts, etc.
 Enterprise Risk Management
 Indemnifying Clause
 Dissolution Clause
 Conflict of Interest Policy

EMERGING ISSUES

DIRECT SUPPORT AND AFFILIATED ORGANIZATIONS

Annual and Ongoing Conflicts Reporting Form
 Whistleblower Policy
 Records Retention and Disposition Policy (permitted by Sunshine Laws)
 Joint Venture Policy
 Form 990 Distribution to BOT and BOG annually
 Internal Controls
 Information Disclosure Policy (permitted by Sunshine Laws)
 D&O Liability Insurance
 Legal Counsel
 AVP for DSOs Coordination
 Donor Bill of Rights
 CASE Statement of Ethics
 CASE Principles of Practice for Fundraising

III. Management

MOU with Institution (include mission, use of facilities, personnel, support, services provided by both, parties and exit strategy)
 Annual Operating Plan to BOT and BOD
 Endowment Management Agreement
 Fundraising and Advancement Activities
 Communications Plan
 Social Media

IV. Finance & Budget

Annual Operating Budget with Approval by a. BOT b. university pres. and BOD
 Financial Statements
 Quarterly financial statements to FFC, BOT and President or designee
 State Budget
 Budget and material changes approved by a. BOT/FFC b. BOD
 Audit Provided to a. BOG b. Auditor Gen. c. BOT d. BOD
 Audit Available to Public
 Year End Debt Summary
 Revenue Sources

Separate Accounts for Restricted Funds
 Investment Policy
 Spending Policy (Restricted Funds)
 Spending Policy (Unrestricted Funds)
 Unrestricted Bequests

V. Gift Management

Gift Stewardship
 Gift Acceptance
 Gifts on behalf of Other Entities
 Gift Substantiation
 Gift Checks
 Donor Intent Audit
 Gift Agreements
 Trustee Retained-Income Arrangements
 Restricted Fund Reports
 Fee Disclosure
 CASE Reporting Standards and Management Guidelines

VI. Compensation and Human Resources

Compensation Policy (approved by university pres.)
 CEO Compensation
 CEO Performance Evaluation
 Organizational Chart
 Human Resource Policies

VII. Data & Information Technology

Data Classification
 Employee Technology Usage
 Information Security Policy
 Information Data Protection Policy
 Volunteer & Vendor Access
 Disaster Recovery
 Security Breach
 IT Audit
 PCI Compliance
 Cyberliability Insurance

2. Completed an inventory of 5 DSOs and partial inventory of the remaining DSOs (UCF Research Foundation and UCF Athletics)
3. For 5 DSOs (UCF Convocation Corp., UCF Finance Corp., UCF Stadium Corp. and Limbitless) completed significant governance actions by providing:
 - a. **Board governance:**
 - i. BOD orientation and director notebook
 - ii. Governing documents review (articles, bylaws, IRS determination letter, Florida certification, BOT certification)
 - iii. Bylaws revisions which were then adopted by the BOD and BOT
 - iv. BOD term clarification and a written process of BOD appointment, delegation or electing
 - v. Voting, conflicts and sunshine laws training
 - vi. DSO guidelines with material due dates and required reporting following the BOT
 - vii. DSO board liaison training
 - viii. Guidelines for assigned legal counsel to DSOs
 - ix. Interim COO assignment as the Vice Secretary-Treasurer
 - b. **Transparency:**
 - i. Updated websites to include required information and improve transparency
 - ii. Enhanced financial reporting and transparent communication among the BOT, UCF administrators and DSOs
 - iii. Materials to the BOD to provide accurate and transparent materials in a timely manner

EMERGING ISSUES

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c. Accountability:

- i. Signature authority charts and answers to authorized signature questions
- ii. Purchasing policy updates and advised board members, officers and staff were in compliance with the policy
- iii. Executive compensation processes to avoid IRS penalties (if a DSO has no employees, we confirmed the compensation review is provided by UCF HR)
- iv. Review and advice on compliance with applicable UCF internal and external audit requirements (Attachment G)
- v. Review of state and federal disclosure requirements for 501(c)(3)s

d. Consistency:

- i. Responsibility of board members documents
- ii. Templates for a conflict of interest policy and conflict reporting form were provided

Note: All of these enhancements were completed with the support from the DSO Project team and UCF leadership who embraced additional transparency, accountability and consistency. Work continues with transparency, timeliness and analysis of information provided to the BOD and BOT.

E. The DSO Project Team Has Continued Its Work

The DSO Project Team is currently developing and enhance tools for the BOT and UCF oversight of DSOs.

1. Transparency:

- a. Developing a new DSO website to include AGB recommendations and mission, meeting times, dates and agenda and key staff
- b. Including DSO information and materials in the BOT portal for trustees
- c. Developing flow of funds illustration for each DSO
- d. Develop a chart showing DSO affiliated organizations, their purpose, and interrelationships

2. Consistency:

- a. Providing a DSO annual management checklist template based on the AGB model for all DSOs
- b. Preparing a memorandum of understanding template between each DSO and UCF and refreshing these to ensure they address specific use by each DSO of property, facilities, personnel, and reimbursements (based on the AGB/CASE model)

6. RECOMMENDED ADDITIONAL WORK

Based on our review and assessments of the DSOs, we identified gaps and opportunities for improvement and developed both guidelines and recommendations for DSO governance and management. Guidelines are the overarching goals for governing and managing DSOs so that risks are reduced, effectiveness is enhanced, and oversight is strengthened.

EMERGING ISSUES

DIRECT SUPPORT AND AFFILIATED ORGANIZATIONS

A. These Guidelines Will Guide UCF DSO Good Governance

- ✓ **Transparency**
- ✓ **Accountability**
- ✓ **Streamlined and Consistent Governance**
- ✓ **Meaningful Alignment**

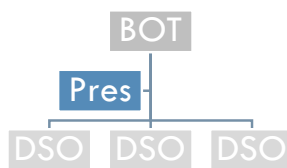


In Florida, many statutes, regulations and policies are in place to govern DSOs. However, effective DSO governance and management at a level expected by UCF requires the BOT, UCF President and leadership and staff all working together. Embracing these guidelines and adopting the following recommendations will provide a road map for effectively governing and managing a UCF DSO. If approved, these recommendations when added to the Management Checklist become the complete checklist of items for UCF DSOs covering items required by statute, regulation or policy or required to achieve good UCF-level DSO governance and management.

In this report, required characteristics and recommendations are divided into those which may be implemented by the UCF President and those which require BOT approval.

B. Important Additions to the Checklist for Good DSO Governance and Management

(1) Clear Management Recommendations (recommend UCF President adopts and implements)



In addition to required items listed in the Management Checklist, we recommend the following be added as requirements by the UCF President:

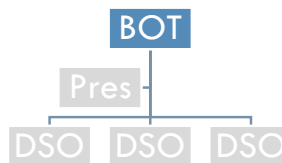
- a. Receive clear, written **delegation of authority from the UCF President** as applicable for:
 - i. Budget
 - ii. Debt
 - vi. Capital projects
 - vii. Material actions
- b. Develop **annual business plan with performance criteria** presented to the board of directors annually with a year-end report showing performance
- c. **Written MOU** between UCF and the DSO describing:
 - i. Mission
 - ii. Use of UCF facilities
 - iii. Use of UCF personnel
 - iv. Other UCF support
 - v. Services provided to UCF
 - vi. DSO CFO reporting to UCF CFO when applicable
- d. Amend governing documents for DSOs which do not permit **removal of non-trustee members**
- e. DSOs annually complete the UCF DSO **Management Checklist** for review by the UCF VP (form provided by the AVP for DSOs based on the AGB and Council for the Advancement of Secondary Education form)
- f. Begin to coordinate a **strategic plan including budget** that aligns with UCF's mission

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- g. Design a **DSO website** or other method to make the following publicly available (currently under construction):
 - i. Easy access to public documents
 - ii. Clear and accessible financial picture
 - iii. Last audited financial statement and tax return
 - iv. List of directors and officers and their terms
 - v. Board liaison to contact for inquiries
 - vi. Performance criteria summary
 - vii. Board meeting dates and minutes
- h. Appoint **one external auditor** for all DSOs (implemented over a 5-year period)
- i. **Align reporting** within UCF such as the following DSO positions or their equivalents report to the UCF positions if not currently in effect:
 - i. DSO Compliance officers report to UCF Compliance
 - ii. DSO IT directors report to UCF IT
 - iii. DSO legal counsel reports to UCF General Counsel
 - iv. DSO facilities director reports to UCF facilities
- j. Include the DSOs in the **enterprise resource plan** and tools
- k. Engage in UCF's **enterprise risk management** process with the Office of University Compliance, Ethic, and Risk and examine methods for reducing costs and enhancing coverage
- l. Provide **written process for selecting and removing directors and officers**, identify key skills or experience and identify voting status
- m. **Combine financing DSOs** (UCF Convocation Corp, UCF Stadium Corp and UCF Finance Corp) as bond refunding's and other opportunities arise

(2) Governance Recommendation: The BOT's support of sending recommendations to BOT Governance Committee



In addition to the items listed in the Management Checklist, we recommend the BOT adopt the following to be added as requirements:

- a. **Clarify the written delegation of authority** from the BOT for applicability to DSOs
- b. The BOT Chair, UCF President and UCF General Counsel **review delegation of authority to the president** for clear direction for DSOs (Attachment F)
- c. Change governing documents requiring DSOs to **follow the UCF Foundation model** with a VP as CEO and volunteer chair of the board of directors (or chair appointed by the UCF President)
- d. DSOs **report to a specific BOT committee** for material operations review (such as the UCF Foundation reports to the BOT Advancement Committee)
- e. Staff will provide **bi-annual DSO debt workshops** to the BOT
- f. Provide DSO board meeting **minutes to BOT via portal**
- g. As requested by trustees, FFC team and UCF Board Office to make recommendation to UCF President to **improve how and when to effectively report to the BOT**
- h. AVP DSOs with board liaisons and legal counsel to arrange **regular board training and training of new board members** to include
 - i. Governance and fiduciary responsibilities, ethics and fraud reporting
 - ii. Sunshine law

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- iii. Conflicts of interest
- iv. Include faculty and student as a member on each DSO board for current DSOs
- i. Evaluate DSOs to determine **whether they need to exist**
- j. Combine or otherwise reduce number of financing organizations over time as opportunities such as refunding's arise
- k. Develop a format to evaluate potential new DSO's to meet future UCF needs

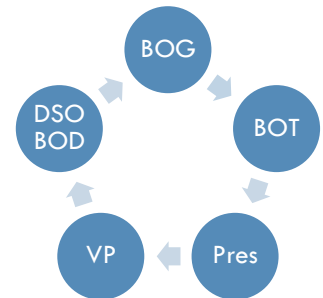
5. AFFILIATED ORGANIZATIONS RECOMMENDATIONS TO COME

We recommend the UCF President appoint a team to inventory and assess affiliated organizations and make recommendations for any opportunities for improvement to optimize opportunities for success and limit risks. The team would build upon the definition of affiliated organizations and develop a review format to determine if new affiliated organizations are needed, how to provide oversight and whether they are being managed. The format will include

- Alignment with the UCF mission
- Need for the DSO vs. accomplishing activities within UCF
- Risk assessment and mitigation
- Assigned oversight
- Reporting requirements and deadline

6. SUMMARY

Although Florida direct support organizations are overseen by their board of directors, the BOT, the UCF President and UCF vice presidents, adopting and implementing the report recommendations will increase their accountability and transparency, meaningfully align the DSOs with the mission of UCF and initiate streamlined and consistent governance. These improvements with the active engagement of the BOG, BOT, UCF President, DSO boards of directors and staff will increase DSO successes and reduce its risks while permitting board members and UCF leadership to focus more on strategic activities.



Future Issues to Consider

Overview of DSO debt for trustees
Reserve requirements for DSOs
Identify insurance bundling opportunities
Add one (part-time) internal auditor for all DSOs
College or dean advisory board oversight
Explore alternate DSO management structure

Definition for Future Phase

DEFINE AND IDENTIFY AFFILIATED ORGANIZATIONS

In addition to UCF's DSOs and the Clinical Faculty Practice Plan Organization which is treated as a DSO for purposes of reporting, UCF has a number of relationships with other organizations. For purposes of this report, affiliated organizations (AOs) are defined as:

Any direct support organization (DSO) or other affiliated organization (AO) for which UCF or its DSOs:

- controls at least 25% of the board
- controls at least 25% of the stock
- acts as a managing partner
- acts as a fiscal agent with financial liability
- guarantees its obligations
- reports in its audited financial statements

Note: definition may expand as deferred phases occur

We recommend AOs with fiduciary boards be assessed first. Guidelines and recommendations proposed in this report will be applicable to AOs when that work is undertaken.



UNIVERSITY OF CENTRAL FLORIDA

Attachments



Select Year: 2019

The 2019 Florida Statutes

[Title XLVIII](#)
K-20 EDUCATION CODE

[Chapter 1004](#)
PUBLIC POSTSECONDARY EDUCATION

[View Entire Chapter](#)

1004.28 Direct-support organizations; use of property; board of directors; activities; audit; facilities.—

(1) DEFINITIONS.—For the purposes of this section:

(a) “University direct-support organization” means an organization which is:

1. A Florida corporation not for profit incorporated under the provisions of chapter 617 and approved by the Department of State.

2. Organized and operated exclusively to receive, hold, invest, and administer property and to make expenditures to or for the benefit of a state university in Florida or for the benefit of a research and development park or research and development authority affiliated with a state university and organized under part V of chapter 159.

3. An organization that a state university board of trustees, after review, has certified to be operating in a manner consistent with the goals of the university and in the best interest of the state. Any organization that is denied certification by the board of trustees shall not use the name of the university that it serves.

(b) “Personal services” includes full-time or part-time personnel as well as payroll processing.

(c) “Property” does not include student fee revenues collected pursuant to s. [1009.24](#).

(2) USE OF PROPERTY.—

(a) Each state university board of trustees is authorized to permit the use of property, facilities, and personal services at any state university by any university direct-support organization, and, subject to the provisions of this section, direct-support organizations may establish accounts with the State Board of Administration for investment of funds pursuant to part IV of chapter 218.

(b) The board of trustees, in accordance with regulations and guidelines of the Board of Governors, shall prescribe by regulation conditions with which a university direct-support organization must comply in order to use property, facilities, or personal services at any state university, including that personal services must comply with s. [1012.976](#). Such regulations shall provide for budget and audit review and oversight by the board of trustees, including thresholds for approval of purchases, acquisitions, projects, and issuance of debt. No later than July 1, 2019, the transfer of a state appropriation by the board of trustees to any direct-support organization may only include funds pledged for capital projects. Beginning July 1, 2019, and annually thereafter, each university board of trustees shall report to the Legislature the amount of state appropriations transferred to any direct-support organization during the previous fiscal year, the purpose for which the funds were transferred, and the remaining balance of any funds transferred.

(c) The board of trustees may not transfer any funds to and shall not permit the use of property, facilities, or personal services at any state university by any university direct-support organization that does not provide equal employment opportunities to all persons regardless of race, color, religion, gender, age, or national origin.

(d) The board of trustees may not permit the use of state funds for travel expenses by any university direct-support organization.

(3) BOARD OF DIRECTORS.—The chair of the university board of trustees shall appoint at least one representative to the board of directors and the executive committee of any direct-support organization established under this section. The president of the university for which the direct-support organization is established, or his or her designee, shall also serve on the board of directors and the executive committee of any

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direct-support organization established to benefit that university. The university board of trustees shall approve all appointments to any direct-support organization not authorized by this subsection.

(4) **ACTIVITIES; RESTRICTION.**—A university direct-support organization is prohibited from giving, either directly or indirectly, any gift to a political committee as defined in s. 106.011 for any purpose.

(5) **ANNUAL AUDIT; PUBLIC RECORDS EXEMPTION; PUBLIC MEETINGS EXEMPTION.**—

(a) Each direct-support organization shall provide for an annual financial audit of its accounts and records to be conducted by an independent certified public accountant in accordance with rules adopted by the Auditor General pursuant to s. 11.45(8) and by the university board of trustees. The annual audit report shall be submitted, within 9 months after the end of the fiscal year, to the Auditor General and the Board of Governors for review. The Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall have the authority to require and receive from the organization or from its independent auditor any records relative to the operation of the organization. The identity of donors who desire to remain anonymous shall be protected, and that anonymity shall be maintained in the auditor's report.

(b) Other than the auditor's report, management letter, any records related to the expenditure of state funds, and any financial records related to the expenditure of private funds for travel, all records of the organization and any supplemental data requested by the Board of Governors, the university board of trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

(c) Any portion of a meeting of the board of directors of the organization, or of the executive committee or other committees of such board, at which any proposal seeking research funding from the organization or a plan or program for either initiating or supporting research is discussed is exempt from s. 286.011 and s. 24(b), Art. I of the State Constitution.

(6) **FACILITIES.**—Each direct-support organization is authorized to enter into agreements to finance, design and construct, lease, lease-purchase, purchase, or operate facilities necessary and desirable to serve the needs and purposes of the university, as determined by the systemwide strategic plan adopted by the Board of Governors. Such agreements are subject to the provisions of ss. 1010.62 and 1013.171.

(7) **ANNUAL BUDGETS AND REPORTS.**—Each direct-support organization shall submit to the university president and the Board of Governors its federal Internal Revenue Service Application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990).

History.—s. 172, ch. 2002-387; s. 173, ch. 2007-5; s. 89, ch. 2007-217; s. 31, ch. 2013-37; s. 1, ch. 2014-27; s. 7, ch. 2018-4; s. 1, ch. 2019-26.

9.011 University Direct Support Organizations and Health Services Support Organizations

(1) University boards of trustees may establish direct support organizations and health services support organizations and certify them to use university property, facilities and personal services. Such support organizations shall be organized and operated to serve the best interests or missions of the university, including a university's research, education and service missions, and may receive, hold, invest, and administer property and make expenditures to or for the benefit of the university or for the benefit of a research and development park or research and development authority affiliated with a university. Each board of trustees shall establish conditions with which a support organization must comply in order to use university property, facilities, or personal services and such additional conditions, controls, and requirements for support organizations as each board deems appropriate to provide for budget and audit review and oversight.

(2) The Director or Chief Operating Officer of the support organization shall report to the University President or designee.

(3) Operating budgets of support organizations shall be prepared at least annually, and approved by the organization's governing board and the university board of trustees or designee. Significant changes in planned expenditures in the approved budget must be reported to the university board of trustees or designee as soon as practicable but no later than the deadline established by a board of trustees.

(4) Support organizations shall provide for an annual audit conducted pursuant to university regulations or policies. The annual audit report shall be submitted to the university board of trustees or designee, the Board of Governors, and the Auditor General for review. The university board of trustees or designee, the Board of Governors, the Auditor General, and the Office of Program and Policy Analysis and Government Accountability may require and receive any records relative to the operation of a support organization from the organization or its independent auditors.

(5) Each support organization shall submit its federal Internal Revenue Service application for Recognition of Exemption form (Form 1023) and its federal Internal Revenue Service Return of Organization Exempt from Income Tax form (Form 990) to the university board of trustees or designee at the times required by the applicable regulation or policy of the board of trustees. Copies of such forms shall be provided by each university to the Board of Governors.

(6) University boards of trustees shall decertify a support organization if the university board of trustees or designee determines that the organization is no longer serving the best interest or mission of the university and decertification is appropriate. In decertifying a support organization, the board of trustees shall require an accounting of the organization's assets and liabilities and take such reasonable action as necessary to secure the return of all university property and facilities as requested by the university.

Authority: Section 7(d), Art. IX, Fla. Const., History – Formerly BOR Rule 6C-3.12 and 6C-9.11, 11-18-70, 12-17-74, 4-14-76, 6-25-80, 8-11-85, 9-28-86, 2-13-89, 4-10-90, 12-9-91, 8-1-94, 4-16-96, Amended and Renumbered 8-6-09.

UCF-4.034 University Direct Support Organizations.

(1) As provided in Section 1004.28, Florida Statutes, a Direct Support Organization is an organization that is certified by the University of Central Florida Board of Trustees as operating in a manner consistent with the goals of the University and the best interest of the State.

(2) To obtain certification as a Direct Support Organization, the organization must submit to the Board of Trustees the following:

- (a) The proposed Articles of Incorporation.
- (b) The proposed Bylaws, which shall describe the operating procedures and specific individual responsibilities of the Board of Directors, committees, and officers of the organization.

(3) The Articles of Incorporation and the Bylaws, together, shall provide that:

- (a) Persons employed by the organization shall not be considered to be employees of the State of Florida by virtue of employment by the organization.
- (b) The chief executive officer or director of the organization shall be selected and appointed by the governing board of the organization, subject to prior approval by the President of the University. The director or chief executive officer shall report to the President of the University or the President's designee, who shall be a vice president or other senior officer reporting directly to the President.
- (c) The chair of the Board of Trustees may appoint a representative to the board of directors and executive committee of the organization, and the President of the University or his/her designee will serve on the board of directors and executive committee of the organization.
- (d) Any subsequent amendments to the Articles of Incorporation or Bylaws of the organization must be submitted to the Board of Trustees for approval prior to becoming effective.
- (e) The organization shall provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin.

(4) Upon certification by the Board of Trustees, a direct support organization is authorized to use the property, facilities and personal services of the University.

- (5) The President of the University shall have the authority to monitor and control the use of University name and resources by the organization, monitor compliance of the organization with state and federal laws and rules of the Board of Trustees, and approve salary supplements and other compensation or benefits paid to the University faculty and staff from organization assets.
- (6) The President of the University shall determine the compensation of organization employees from organization assets and such authority may not be delegated.
- (7) A Direct Support Organization shall prepare, at least annually, a budget to be reviewed and approved by the organization's governing board and the Board of Trustees.
- (8) The Direct Support Organization shall prepare quarterly expenditure plans for review and approval by the President or designee, who shall be a vice president or other senior officer of the university reporting directly to the President.
- (9) Direct support organizations shall provide for an annual audit by an independent certified public accountant, as prescribed by applicable law and rules, which shall be forwarded to the Board of Trustee for review and oversight.
- (10) The University President may request that the Board of Trustees decertify a direct support organization if the President determines that the organization is no longer serving the best interest of the university. The request for decertification shall include a plan for disposition of the direct support organization's assets and liabilities.
- (11) The organization shall comply with all other obligations required by law, including those required by Section 1004.28, Florida Statutes.

Authority: BOG Regulations 1.001 and 9.011. History—New 4-3-03; Formerly 6C7-4.034; Amended 5-11-09, Amended 9-15-14.

**UNIVERSITY OF CENTRAL FLORIDA
BOARD OF TRUSTEES
POLICY**

**Request for and Release of
Direct Support Organization Records**

This Board policy applies to the release of documents of a direct support organization pursuant to a public records request.

The University President or his designee will be responsible for the implementation of this Board policy.

POLICY STATEMENT

Section 1004.28 of the Florida Statutes, which governs university direct support organizations, provides as follows:

All records of the organization other than the auditor's report, management letter, and any supplemental data requested by the Board of Governors, the University Board of Trustees, the Auditor General, and the Office of Program Policy Analysis and Government Accountability shall be confidential and exempt from s. 119.07(1).

Because the records of a direct support organization are both confidential and exempt, the organization cannot voluntarily release those records to the public. However, the University Board of Trustees may request supplemental data from a direct support organization. Any such data in the possession of the University would constitute a public record subject to any exemptions provided by Florida Statutes.

The Board of Trustees desires to establish a policy pursuant to which certain categories of direct support organization records will be requested by the University for production pursuant to a public records requests. Additional records may be requested upon further action of the Board or its designee.

DEFINITIONS

Direct Support Organization Records. All records sent or received by the organization in connection with the transaction of DSO business.

Public Direct Support Organization Records. All Direct Support Organization records obtained by the University pursuant to this policy for the purposes making available to the public.

PROCEDURES:

The Board of Trustees delegates to the President or his designee the authority to request, on behalf of the Board of Trustees, the following Public Direct Support Records from UCF direct support organizations:

1. Contracts that have no remaining or outstanding obligations and do not contain a confidentiality provision.
2. Accounting and financial records relating to the receipt, expenditure and investment of DSO funds.
3. Employment contracts and salary information.

Direct support Organization Records held by a University employee, while acting on the behalf of the direct support organization, will remain confidential and exempt.

All third party proprietary information, as well as donor information, will be removed from Direct Support Organization Records prior to delivery to the University.

All Public Direct Support Organization Records will be reviewed by the General Counsel's office for statutory exemptions prior to release to the public.

INITIATING AUTHORITY

UCF Board of Trustees

History: New 3-2017.

Authority: BOG Regulation 1.001

UCF Direct Support Organizations				
DSO	Description of Entity	Year Established	Annual Budget	DSO Board Chair and UCF BOT Members on DSO Board
UCF Academic Health	UCF Academic Health develops clinical initiatives and partnerships in support of the mission of the UCF College of Medicine (COM). UCF Academic Health is operated to promote and support medical education, research, and patient care through the planning and development of clinical initiatives and affiliated partnerships that will serve the education, research and clinical mission and objectives of the College of Medicine. The BOT and BOG approved UCFAH entering into a 99-year sublease and a public-private partnership arrangement with an HCA subsidiary for a joint venture hospital to be constructed adjacent to the COM's Lake Nona campus. It recently leased a research center previously owned by Sanford Burhham Prebys and next door to the new hospital. The property is owned by an affiliate of the UCF Foundation, the UCF Foundation Real Estate LLC and it will be the UCF Lake Nona Cancer Center. The chair of the Corporation is a ucf vice president.	2016	\$ 1,164,779	Joe Conte, Trustee BOT Trustee Representative Deborah German, Chair
UCF Athletics Association	The UCF Athletics Association manages all of the university's intercollegiate athletic teams. Responsibilities include oversight of personnel, budgets, debt associated with operational needs, NCAA compliance, recruiting, and all other activities associated with operating a university intercollegiate athletic association. The association's chief executive officer is the university's vice president and director of Intercollegiate athletics, who reports directly to the president of the university. The governing board of the association is appointed by the university president, who also serves as the chair of the association board.	2003	\$ 67,466,247	Alex Martins, Trustee BOT Trustee Representative Alex Cartwright, President
UCF Convocation Corporation	The UCF Convocation Corporation was created to provide a means for financing facilities to meet university needs for large meetings, or convocation space and to provide additional student housing including a 10,000 seat arena, a renovated venue, and four student housing residence halls. Additionally, there are two parking garages for the convenience of the resident students, and one parking garage to serve guests of the arena and surrounding venues, such as the baseball and football stadiums. The financing also included approximately 80,000 square feet of retail space. The corporation's revenues are used to cover debt service and the operation and maintenance of the facilities. Revenues in excess of these needs can be used for other university purposes with the approval of the Board of Trustees. The chair of the corporation is a university vice president. Note: University support agreement for the debt	2005	\$ 24,636,327	Ken Bradley, Trustee BOT Trustee Representative Maribeth Ehasz, Chair
UCF Finance Corporation	The UCF Finance Corporation provided financing for the Burnett Biomedical Sciences building, the Medical Education building, UCF Downtown Academic Building, named the Dr. Phillips Academic Commons. This corporation may be used to facilitate select future financings if approved by its board of directors and the UCF Board of Trustees. The chair of the corporation is a university vice president.	2008	\$ 7,466,896	Danny Gaekwad, Trustee BOT Trustee Representative Deb German, Chair

UCF Direct Support Organizations				
DSO	Description of Entity	Year Established	Annual Budget	DSO Board Chair and UCF BOT Members on DSO Board
UCF Foundation	The UCF Foundation is the fund raising organization of the university and manages the university's endowment, investments, and holds certain real estate and other property holdings through policies and procedures approved by a governing board recommended by the Foundation and approved by the president of the university. Eight office buildings within the Central Florida Research Park are owned by the foundation or its affiliates and a lease primarily to the university. In addition, the foundation ground leases property to a developer for two student housing projects near UCF. The chief executive officer of the Foundation is a university vice president.	1979	\$ 29,771,300	Bev Seay, Trustee BOT Trustee Representative Mike Morsberger, Chair
UCF Limbitless Solutions	Limbitless Solutions researches, designs, creates, and delivers mechanical and electronic advancements in disability technology; infuses engineering with artistic design, promotes access and engagement in STEM/STEAM education; and enters into arrangements with third parties to facilitate research and innovations in related areas. The governing board includes members appointed by the university president and the UCF Board of Trustees and the chair of the Corporation is a university vice president.	2016	\$ 480,000	Dave Walsh, Trustee BOT Trustee Representative Deborah German, Chair
UCF Research Foundation	The UCF Research Foundation is a valuable component of the research infrastructure at the University of Central Florida whose purpose is to collaborate with the university and the UCF Office of Research to further enhance services and competencies; to provide research support solutions designed to collectively help the university achieve the distinction of being named a world-class research university by being America's leading partnership university; and to achieve international prominence. The governing board of the corporation is appointed by the university president. A university vice president is the CEO and president of the corporation.	1991	\$ 11,925,000	Mike Okaty, Trustee BOT Trustee Representative Liz Klonoff, President and CEO
UCF Stadium Corporation	The UCF Stadium Corporation provided financing for an on-campus football stadium to provide construction funds for the stadium an athletics-use building. The debt is serviced by revenues generated by stadium events and other revenues pledged by the UCF Athletics Association. A governing board for this direct support organization was appointed by the university president and the chair or the corporation is a university vice president	2005	\$ 3,973,709	Alex Martins, Trustee BOT Trustee Representative Mike Morsberger, Chair
Central Florida Clinical Practice Organization	Although this entity is not a DSO, it reports as a DSO and was created under the rules of the Florida Board of Governors. The Central Florida Clinicap Practice Organization supports the clinical activities of the UCF College of Medicine (COM), including the orderly collection and administration of income generated from COM clinical activities, and to serve as an administrative services supporting organization for the COM Faculty Practice Plan. It is not involved in the delivery of medical services, the employment of medical doctors or other health professionals, or the determination, control, or evaluation of any medical procedures or standards.	2008	\$ 6,837,356	Caryl McAplin, Trustee BOT Trustee Representative Deborah German, Chair

**UNIVERSITY OF CENTRAL FLORIDA
BOARD OF TRUSTEES
POLICY**

Delegation of Authority to the President

POLICY STATEMENT

Article IX, Section 7 of the Florida Constitution provides that the Board of Governors shall establish the powers and duties of the university boards of trustees. Board of Governors Regulation 1.001, copy attached as Exhibit A, delegates those powers and duties to the boards of trustees.

The Board of Trustees desires to further delegate certain of its powers and duties to the President as more particularly described below. Any power or duty delegated by the Board to the President may be rescinded at any time by majority vote of the Board. Except as otherwise provided herein, the President may further delegate his or her powers and duties to employees of the University in accordance with the University's Policy on Delegation of Authority.

DEFINITIONS

Affiliated Entities: Direct support organizations, practice plan corporations, or self-insurance trust funds of the University of Central Florida.

Board: UCF Board of Trustees

BOG: Florida Board of Governors

President: President of UCF

UCF or University: University of Central Florida

PROCEDURES:

Except as provided herein, the Board delegates to the President all usual and customary powers of a President to administer the day to day operations of the University. This includes the powers and duties described in Board of Governors Regulation 1.001 and those reasonably implied therefrom, which are not required to be directly performed by the Board.

The President's authority also includes the following:

1. Propose regulations for approval by the Board.
2. Govern Traffic on the grounds of the University.
3. Close and/or suspend operations of the campus as deemed necessary.
4. Set the agenda for Board meetings in consultation with the Chair of the Board.
5. Establish the University calendar.
6. Administer the personnel program subject to Board and BOG policies and regulations.
7. Administer University travel in accordance with Section 112.061, Florida Statutes.
8. Administer the collective bargaining process.
9. Administer the financial activities of the university including proposing university budgets and managing university revenues and expenditures.
10. Administer the purchasing and construction programs and act as custodian for university property.
11. Execute contracts on behalf of the Board.
12. Oversee the research activities of the University, including managing the intellectual property of the university.
13. Oversee the philanthropic activities of the University.
14. Perform such other duties related to the above not specifically retained by the Board.

Items requiring specific approval of the Board:

1. All duties required to be undertaken directly by the Board pursuant to BOG Regulation 1.001.
2. Annual financial commitment, obligation, or contingent risk of five million dollars or .5% percent 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.
3. Contractual obligation of more than five (5) 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.
4. Changes requiring SACS substantive-change approval.
5. Acquisition (including gifts), sale, or encumbrance of real property.
6. Matters with potential for significant damage to the reputation of the University.
7. Any material change to the University's investment program.
8. Approval of capital projects valued at two million dollars or more and any material changes to such projects.
9. Borrowing of funds by the University or Affiliated Entities and any changes to the term of existing indebtedness.
10. Public Private Partnerships.
11. Use of University funds for capital improvement projects exceeding two million dollars in construction costs and all changes to such projects that increase project costs by more than 10 percent of the original estimate.

12. Creation, dissolution or amendment of governing documents of Affiliated Entities.
13. Review and confirmation of all appointments by the President to affiliated entities other than President or designee as provided in Section 1004.28 F.S.
14. Adoption of or amendment to the University strategic plan.
15. Annual operating and capital budgets for the University and Affiliated Entities and amendments to any line item of two million dollars or greater that exceeds 10% of the value of such line item.
16. University works plans, accountability plans and all other significant reports required to be submitted to the BOG.
17. Creation or termination of degree programs.
18. Naming of Buildings.
19. Establishment or closure of educational sites.
20. Amendment to University governing documents.
21. Establishment or elimination of Board Committees.
22. Hiring, supervision, termination and annual evaluation of the President.
23. University regulations and Board policies.
24. Annual institutional budget request and changes thereto in an amount greater than the lower of five million dollars or .5% of the budget
25. Adoption of new or changes in existing tuition and fees.
26. Internal and external audits of the University and Affiliated Entities.
27. Campus master plan, capital improvement plans, and amendments thereto.
28. Adoption or amendments to Committee charters.
29. Awarding of Tenure.
30. Collective bargaining agreements and impasse.
31. Conferral of degrees.
32. Transfer of university funds to, from, or among Affiliated Entities.
33. Performance unit plan adoption, amendment and cancellation as well as participation, goals and payments under the performance unit plan.
34. Hiring and firing or reduction of compensation of the Vice President and General Counsel, Chief Compliance Officer, and Chief Audit Executive, who shall report to the Board as well as the President.
35. Hiring and firing or reduction of compensation for the Chief Financial Officer and the Vice President of Administration or Chief Operating Officer.
36. Selection of Chair and Vice Chair of the Board.
37. All items required by the BOG or Florida Legislature to be approved by the Board.
38. Any additional items required by the Board to be approved by it.

Items requiring President to consult with the Board Chair before implementation:

1. Hiring, dismissal (except for Vice President and General Counsel, Chief Compliance officer and Chief Audit Executive) and any annual increase of more than 5% in the compensation of any Vice President or other direct report to the President, the head football coach or the head men's basketball coach. The President and Chair shall review and agree annually on the individuals that are governed by this provision.

2. Initiation, appeal or settlement of lawsuits involving the University or Affiliated Entities other than tort claims handled by the State Division of Risk Management.
3. Any matter which has the potential to create significant political or reputational issues for the University.
4. Employment contract with an employee of the University or an Affiliated Entity with a term greater than one year

INITIATING AUTHORITY

UCF Board of Trustees

History: New 10-26-2017. Amended 1-24-19, 5-16-19.

Authority: Section 7(c), Art. IX, Fla. Const.; FL BOG Regulation 1.001; FL BOG Delegation Best Practices and Principles.



UNIVERSITY OF CENTRAL FLORIDA

Office of the President

SUBJECT: Direct Support Organization (DSO) External Auditor Selection	Effective Date: 6/16/2017	Policy Number: 2-208
	Supersedes:	Page Of 1 3
	Responsible Authority: Chief Audit Executive	

APPLICABILITY/ACCOUNTABILITY

This policy applies to all UCF direct support organizations that, based on state law or board by-laws, require external auditing services that cannot legally be provided by the Florida Auditor General.

These services may include the preparation of audited financial statements or tax returns, along with obtaining an independent professional opinion on the interpretation of accounting standards.

POLICY STATEMENT

The university is committed to obtaining third-party services such as those provided by external auditing firms using appropriate procedures developed by the university.

This policy is intended to balance the value of having a long term relationship with an external auditing firm while providing a mechanism for new ideas and perspective through a mandatory requirement for a new firm to be selected on a periodic basis. The contract length for external audit services should be no longer than five years. Firms may be contracted on a more frequent basis, but all firms must be selected through an applicable competitive procurement process. A firm currently providing services may be selected for one additional term, but the total engagement may not exceed ten years.

DEFINITIONS

External Auditing Firm. A third-party entity licensed by the state of Florida to provide public accounting services. These firms are typically structured as partnerships with the selection of an engagement partner to serve as the primary executive on the auditing engagement.

PROCEDURES

1. Selection Process
 - a) At the end of the contract period (not to exceed five years), a formal Request for Proposal (RFP) using applicable competitive procurement procedures should be completed.
 - b) The current firm is only eligible for re-selection for one additional period not to exceed five years with the total consecutive engagement period limited to no more than ten years. The current firm will become re-eligible for selection after another firm serves as the external auditor for a contracted period.
 - c) Re-selection of an existing firm through RFP requires that a new engagement partner be named for the final contract period.
 - d) For situations where there is an existing contract beyond the effective date of this policy, the existing contract will not be extended beyond its first available opt-out date or expiration date (whichever comes first) and the process contained within this policy will be implemented in time to prevent any gap in services.
 - e) If the contracted firm merges with another firm, the existing contract may be amended to have the newly formed firm serve as the DSO's external auditor for the balance of the contract per approval of the DSO's board.
2. Individuals involved in the selection of this firm should include at minimum one external member of the DSO board, the DSO Chief Financial Officer or Treasurer, and the DSO chair or designee. The UCF Chief Audit Executive must be included on this selection panel in an advisory role. The recommendation from the committee should be made to the DSO's audit or finance committee for subsequent approval by the full DSO board at a public meeting. If no such committee exists, the recommendation should go directly to the full DSO board.
3. If multiple DSOs want to develop a joint RFP to leverage their purchasing power and enhance the level of institutional knowledge the external auditing firm is able to provide, this may be done using the guidelines and time limits contained within this policy.
4. To reduce any potential for a conflict of interest, a formal policy will be implemented by each DSO that would prohibit hiring employees from their engaged external audit firm that have actively worked on the DSO account within the prior two years. Employees

from the external auditing firm who had no direct involvement (billable hours as an example) with the engagement would be eligible for hire at any time.

5. Each DSO board will review and approve implementation of this policy at a public meeting and reference the policy in its individual board by-laws.

CONTACTS

University Audit, 4365 Andromeda Loop N, MH 341, Orlando, FL 32816-0080.

Phone: (407) 823-2889. <http://www.universityaudit.ucf.edu/>

UCF Procurement Services, Orlando Tech Center, Bldg. 600, 12479 Research Pkwy., Orlando, FL 32826, phone: (407) 823-2661, <https://procurement.ucf.edu/>.

INITIATING AUTHORITY

President

Vice President and Executive Chief of Staff

POLICY APPROVAL (For use by the Office of the President)	
Policy Number: <u>2-208</u>	
Initiating Authority: <u>[Signature]</u>	Date: <u>6-16-17</u>
University Policies and Procedures Committee Chair: <u>[Signature]</u>	Date: <u>6/16/17</u>
President or Designee: <u>[Signature]</u>	Date: <u>6/16/17</u>

2-208 Direct Support Organization (DSO) External Auditor Selection 3

Attachment H



DEBT MANAGEMENT GUIDELINES

Rev. September 22, 2016

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DEBT MANAGEMENT GUIDELINES FOR CAPITAL OUTLAY PROJECTS

I. INTRODUCTION

The Need for and Purpose of Debt Management Guidelines

The state universities of Florida and their direct support organizations (“DSOs”) have funded significant investments in infrastructure, such as buildings, equipment, land, and technology, to meet the needs of a growing student population and to upgrade and maintain existing capital assets. A significant amount of the funding for this investment in infrastructure has been provided through the issuance of debt by the state for the benefit of the state universities and by the state universities’ direct support organizations (“DSOs”).

The purpose of these guidelines is to confirm that the state universities and their DSOs must engage in sound debt management practices and, to that end, the Board of Governors (“Board”) has formalized guiding principles for the issuance of debt by the state universities and their DSOs. Each state university shall adopt a debt management policy which is consistent with these guidelines and which shall be approved by the Board.

The following guidelines set forth guiding principles regarding state university and DSO debt-related decisions related to:

- a) The amount of debt which may prudently be issued.
- b) The purposes for which debt may be issued.
- c) Structural features of debt being issued.
- d) The types of debt permissible.
- e) Compliance with securities laws and disclosure requirements.
- f) Compliance with federal tax laws and arbitrage compliance.

These principles will facilitate the management, control and oversight of debt issuances for the purpose of facilitating ongoing access to the capital markets which is critical to the financing of needed infrastructure.

In furtherance of this objective, the provisions of these guidelines shall be followed in connection with the authorization, issuance and sale of university and DSO debt. However, exceptions to the general principles set forth herein may be appropriate under certain circumstances. Also, additional guidelines and policies may be necessary as new financial products and debt structures evolve over time.

For purposes of these guidelines:

- i) “debt” means bonds, loans, promissory notes, lease-purchase agreements, certificates of participation, installment sales, leases, or any other financing mechanism or financial arrangement, whether or not a debt for legal purposes, for financing or refinancing, for or on behalf of a state university or a direct support organization, the acquisition, construction, improvement or purchase of capital outlay projects;
- ii) “capital outlay project” means (i) any project to acquire, construct, improve or change the functional use of land, buildings, and other facilities, including furniture and equipment necessary to operate a new or improved building or facility, and (ii) any other acquisition of equipment or software; and
- iii) “financing documents” means those documents and other agreements entered into by the state university or the DSO establishing the terms, conditions and requirements of the debt issuance.
- iv) “auxiliary enterprise” means any activity defined in section 1011.47(1), Florida Statutes, and performed by a university or a direct-support organization.

II. DEBT AFFORDABILITY AND CAPITAL PLANNING

Concept of Affordability

One of the most important components of an effective debt management policy is an analysis of what level of debt is affordable given a particular set of circumstances and assumptions. More comprehensive than simply an analysis of the amount of debt that may be legally issued or supported by a security pledge, the level of debt should be analyzed in relation to the financial resources available to the university and its DSOs, on a consolidated basis, to meet debt service obligations and provide for operating the university.

An analysis of debt affordability should address the impact of existing and proposed debt levels on an issuer’s operating budget and offer guidelines or ranges to policymakers for their use in allocating limited resources within the guidelines.

Debts That May Be Issued Without Board of Governors' Approval

University boards of trustees may authorize the state universities and their DSOs, as applicable, to engage in the following types of financings without Board approval:

- o Universities may finance the acquisition of equipment and software provided such financings are accomplished in accordance with the deferred-purchase provisions in Chapter 287, Florida Statutes.
- o DSOs may finance the acquisition of equipment and software financings provided the overall term of the financing, including any extension, renewal or refinancings, hereof, does not exceed five years or the estimated useful life of the equipment or software, whichever is shorter.
- o DSOs may issue promissory notes and grant conventional mortgages for the acquisition of real property, excluding student housing or any other facility that will compete with a university's existing auxiliary enterprise. However, no mortgage or note shall exceed 30 years.
- o Debt secured solely with gifts and donations and pledges of gifts so long as the maturity of the debt, including extensions, renewals and refundings, does not exceed five years and so long as the facilities being financed have been included in the university's five-year capital improvement plan that has been approved by the Board.
- o Refundings for debt service savings where final maturities are not extended, and the original financing was authorized by the Board of Governors, or a predecessor oversight board.
- o Fully collateralized lines of credit intended to be used for temporary cash flow needs.
- o Energy Performance-Based Contracts, in accordance with the provisions of section 1013.23, Florida Statutes, not to exceed \$10,000,000.
- o Universities may borrow up to \$20,000,000 from a university DSO on a non-recourse basis to finance a capital project. The term of the borrowing may not exceed thirty (30) years, and the interest rate, if any, may not exceed current market interest rates. The university retains legal title to any capital project financed in whole or in part by such loan irrespective of whether the loan is repaid. The DSO is prohibited from transferring the note or any other instrument associated with the borrowing to any other entity.

III. GENERAL DEBT ISSUANCE GUIDELINES

Process for Submitting Debt for Approval

Timing. The submission of proposed debt for approval by the Board shall be governed by the following process¹:

- a) Following approval by the board of trustees, the university shall transmit to the Board Office a request for debt approval 90 days prior to the next regularly scheduled meeting of the Board. The university shall also provide a copy to the State Division of Bond Finance ("DBF"). The formal transmittal to the Board Office shall be in duplicate, hard copy, and bound in a three-ring binder, and include all the information required by these guidelines. Electronic copies of supporting documentation should be provided to the Board Office and the DBF, to the extent available. **The formal letter of transmission must be signed by the official point of contact for the university, and any exceptions to these Debt Guidelines shall be noted and explained.**
- b) During the review period, the Board Office shall review the information submitted for compliance with these guidelines and state law, analyze general credit issues associated with the proposed indebtedness, and review any analysis provided by DBF staff.
- c) Board and DBF staff shall jointly discuss with the university or DSO any issues, concerns or suggestions resulting from the review during the review period. As a result of these discussions, the university may amend the information submitted or explain why the suggestions were not incorporated. The Board Office will advise the university if it believes that any amended information is so significant that re-authorization by the board of trustees and/or DSO is required. During this period, if the debt being requested for approval is to be issued by DBF on behalf of a state university, DBF shall submit to the Board Office a form of a resolution for adoption requesting that DBF issue the debt.
- d) After the review period, the Board Office shall submit the agenda item with supporting documentation and all appropriate and required analyses to the Board for consideration at its next meeting. Supporting documentation for the agenda item shall also include the resolution to be adopted by the Board requesting issuance of the debt by DBF or a resolution approving issuance of the debt by the DSO.

¹ Although not required, universities are encouraged to consult with the Board Office and the State Division of Bond Finance 30 days prior to formal approval of debt by the university board of trustees or the DSO, particularly for any debt with unusual features.

Required Information. The following information shall be reviewed by the university board of trustees, and the DSO (if applicable) when considering the issuance of debt; and shall subsequently be submitted to the Board Office in support of a request for approval of the issuance of debt. Additionally, the university or DSO shall complete the “Checklist of Information Required for Submission to the Board Pursuant to Debt Management Guidelines,” and provide any additional information requested by the Board Office or DBF staff in connection with review of any proposed debt issuance.

- a) A resolution of the DSO board of directors approving the debt issuances, if applicable, and a resolution of the university board of trustees approving the debt issuance and authorizing the university to request Board approval of the debt issuance. For debt to be issued by DBF, at the request of the university, DBF staff will work with the university to determine a not-to-exceed amount of debt to be included in the board of trustees requesting resolution to the Board and in preparing required debt service and source-and-use schedules.
- b) The project program, feasibility studies or consultant reports (if available), and an explanation of how the project being proposed is consistent with the mission of the university and an executive project summary, including appropriate references to any related reports.
- c) Estimated project cost, with schedules drawn by month and including start and completion dates, estimated useful life, and the date bond proceeds are required.
- d) The sources-and-uses of funds, clearly depicting all costs, funding sources expected to be used to complete the project and the estimated amount of the debt to be issued.
- e) An estimated debt service schedule with the assumed interest rate on the debt clearly disclosed. If the proposed debt service is not structured on a level debt service basis, an explanation shall be provided which gives the reason why it is desirable to deviate from a level debt structure.
- f) One consolidated debt service schedule separately showing all outstanding debt related to or impacting the debt being proposed, the proposed debt and the new estimated total debt service.
- g) A description of the security supporting the repayment of the proposed debt and the lien position the debt will have on that security. If the lien is junior to any other debt, the senior debt must be described. Furthermore, a description of why the debt is proposed to be issued on a junior lien basis must be provided. A statement citing the legal authority for the source of revenues securing repayment must also be provided.

- h) If debt is to be incurred on a parity basis with outstanding debt, a schedule showing estimated compliance with any additional bonds requirement set forth in the documents governing the outstanding debt. The applicable provisions of the documents for bonds of DSOs should be provided.
- i) Financial statements for five years, if available, for the auxiliary, if auxiliary revenues are pledged.
- j) A five-year history, if available, and five-year projection of the revenues securing payment and debt service coverage. To the extent applicable, the projections must be shown on the individual project as well as the entire system. All revenue items securing repayment must be clearly set forth as separate line items. An explanation must be provided with regard to growth assumptions, and to the amount and status of approval of any rate increases. The effect of the rate increases on the projections and expected revenues and expenses for the new facility should be clearly set forth as a separate line item. If rate increases are necessary, a commitment must be made to increase rates to the needed levels. Major categories of any operating expenses should be set forth as separate line items with an explanation of assumptions regarding increases or decreases.
- k) Evidence that the project is consistent with the university's master plan or a statement that the project is not required to be in the master plan.
- l) For variable rate debt proposals:
 - i) the expected reduction in total borrowing costs based on a comparison of fixed versus variable interest rates;
 - ii) a variable rate debt management plan that addresses liquidity and interest rate risks and provides, at a minimum: a description of budgetary controls, a description of liquidity arrangements, a discussion of why the amount of variable rate debt being proposed is appropriate, and a plan for hedging interest rate exposure. If interest rate risks are to be mitigated by the use of derivatives, then evidence that the counterparty has a long term rating of at least an A/ A2 and a swap management plan as set forth in the Board's Debt Management Guidelines must be submitted;
 - iii) a pro forma showing the fiscal feasibility of the project using current market interest rates plus 200 basis points;
 - iv) the total amount of variable rate debt including the proposed debt as a percentage of the total amount of university and DSO debt outstanding; and

- v) the individual or position that will be responsible for the reporting requirements for variable rate debt as set forth in these guidelines.
- m) If all or any portion of the financing is contemplated to be done on a taxable basis, then evidence demonstrating that the issuance of taxable debt is in the best interest of the university must be submitted.
- n) A statement explaining whether legislative approval is required, and if required, an explanation as to when legislative approval will be sought or evidence that legislative approval has already been obtained.
- o) A statement that the debt issuance is in accordance with the university's debt management policy or, if not, an explanation of the specific variances as well as the reasons supporting the variances.
- p) If a request is made to employ a negotiated method of sale, an analysis must be provided supporting the selection of this method that includes a discussion of the factors set forth in section IV of these Guidelines.
- q) A description of the process used to select each professional engaged in the transaction, showing compliance with the competitive selection process required by these Guidelines. Specific contact information for each selected professional must be included and, at a minimum, should disclose the professional's name, firm name, address, email address, phone number and facsimile number.
- r) The most recent annual variable rate debt report.
- s) An analysis must be prepared and submitted which provides quantitative metrics justifying the need for the construction or acquisition of the project and explains why the project is essential to the university's core mission. There must also be a detailed assessment of private sector alternatives, and a determination of whether the private sector can offer a comparable alternative at a lower cost. This information may be included as part of a project feasibility study or may be a stand-alone report.
- t) An analysis must be prepared which calculates the expected return on investment or internal rate of return for a revenue-generating project or another appropriate quantitative measure for a non-revenue generating project.

Approval. The Board will consider the following factors in connection with its review and approval of university or DSO debt issuance.

- a) The debt is to provide funding for needed infrastructure of the university for purposes consistent with the mission of the university.

- b) The debt is being issued in compliance with the principles and guidelines set forth herein.
- c) The project information submitted is reasonable and supportable.
- d) The five-year projection of pledged revenues available to pay debt service should provide debt service coverage of at least 1.20x for both outstanding parity debt and for the proposed new debt for all years within the five-year projection period after giving credit for any capitalized interest and other revenues available for payment.
- e) Any requirements for the issuance of additional parity debt can be reasonably expected to be met.

Purposes For Which Debt May Be Issued

Debt may be issued only to finance or refinance capital outlay projects as defined in these guidelines, including equipment and software; debt may not be approved to finance or refinance operating expenses of a university or a DSO.

Refunding bonds may be issued to achieve debt service savings. Refunding bonds may also be issued to restructure outstanding debt service or to revise provisions of Financing Documents if it can be demonstrated that the refunding is in the best interest of the university.

Committing University Resources for Debt Issued by Direct Support Organizations

There may be occasions where the university considers committing its financial resources on a long-term basis in support of debt issued by a DSO or other component unit. While the nature of the commitment may not constitute a legal debt obligation of the university, it may affect the university's debt position and its available financial resources. Therefore, the university should evaluate the long-term fiscal impact upon the university's debt position and available resources before authorizing any such financial commitment. Additionally, the debt of any DSO may not be secured by an agreement or contract with the university unless the source of payments under such agreement or contract is limited to revenues that the university is authorized to use for the payment of debt service. Any such contract or agreement shall also be subject to the requirements set forth under "Security Features – Pledged Revenues" herein.

Credit Quality and Ratings

In order to access the credit markets at the lowest possible borrowing cost, it is recognized that credit ratings are critical. The coordinated delivery of information related to the university and its DSOs is an essential component of credit management. Therefore, for all debt:

- a) For existing bond programs, universities and DSOs shall strive to maintain or improve current credit ratings without adversely impacting the amount of debt which may be issued for any particular program.
- b) For all new rated debt, the university or DSO shall seek to structure the transaction to achieve a minimum rating of "A" from at least two nationally recognized rating agencies. Credit enhancement may be used to achieve this goal.
- c) Communications and other activities with rating agencies relating to credit ratings on university and DSO debt and activities relating to disclosure under Rule 15c2-12 of the Securities and Exchange Commission shall be conducted jointly between the university and/or DSO and the Board Office and DBF, under the management and coordination of the Board Office and DBF. The university or DSO must notify the Board Office and DBF in advance of any contact with a rating agency, such that the Board Office and DBF will have an adequate opportunity to prepare and participate. In addition, the university or DSO must promptly notify the Board Office and DBF when a rating agency requests to schedule surveillance calls, site visits, or other activities, or whenever any request for information is received, such that the Board Office, and DBF will have an adequate opportunity to prepare and participate. The Board Office and DBF must be notified on the same day that a rating agency publishes their final rating action, should the final rating action not be provided directly to the Board Office and DBF. The Board Office and DBF will coordinate with the university and/or DSO on the appropriate level of engagement by the Board Office and DBF for any given call, draft report, site visit, etc., as determined by the Board Office and DBF. The Board Office and DBF must be copied on any communications between the university and/or the DSO and any rating agency. Each university and DSO must provide all information relating to credit ratings or disclosure to the Board Office and DBF and respond timely to requests from the Board Office and DBF for any information necessary to facilitate activities relating to credit ratings or appropriate disclosure.
- d) The Board Office will maintain a comprehensive listing of all university and DSO ratings.

Tax Status

The universities have traditionally issued tax exempt debt which results in significant interest cost savings compared with the interest cost on taxable debt. Accordingly, all university and DSO debt should be issued to take advantage of the exemption from federal income taxes unless the university demonstrates that the issuance of taxable debt is in the university's best interest. With respect to debt which has a management contract with a private entity as part of the security feature, the

management contract should comply, to the greatest extent practical, with tax law requirements to obtain tax exemption for the debt.

Security Features

Pledged Revenues. The debt issued by universities and their DSOs may only be secured by revenues (including fund balances and budget surpluses) authorized for such purpose. The revenues which may secure debt include the following:

- a) Activity and Service Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.
- b) Athletic Fee, subject to the limitation that annual debt service payable from these fees does not exceed five percent of the revenues derived therefrom.
- c) Health Fee.
- d) Transportation Access Fee.
- e) Hospital Revenue.
- f) Licenses and Royalties for facilities that are functionally related to the university operation or DSO reporting such royalties and licensing fees.
- g) Gifts and Donations for debt not longer than five years.
- h) Overhead and indirect costs and other monies not required for the payment of direct costs of grants.
- i) Assets of university foundations and DSOs and earnings thereon.
- j) Auxiliary Enterprise Revenues, e.g., housing, parking, food service, athletic, retail sales, research activities.

Revenues which are not enumerated above may not be pledged to secure debt unless authorized by law for such purpose. In the case of university-issued debt, the pledge of revenues which secures debt should specifically identify the sources pledged and not use general or vague terms such as “lawfully available revenues.” Specifically identifying revenues used to secure debt will provide certainty and transparency as to the revenues that are encumbered and avoid ambiguity or uncertainty as to the issuer’s legal liability and universities and their DSOs should take this into consideration when determining the nature of the security it will provide in connection with a debt issuance. The guidelines for pledging revenues and securing debt shall also apply to debt

structures which involve an agreement, contract or lease with a university or its DSOs, i.e., the revenues being pledged to secure debt must be specifically identified and lawfully available for such purpose. It is preferable, whenever possible, to secure debt with system pledges comprised of multiple facilities within a system, e.g., housing and parking, rather than stand-alone project finances.

Functional Relationships. Revenues from one auxiliary enterprise (a "Supporting Auxiliary Enterprise") may not be used to secure debt of another auxiliary enterprise unless the Board, after review and analysis, determines that the facility being financed (the "Facility") is functionally related to the Supporting Auxiliary Enterprise's revenues being used to secure such debt. The Board must determine whether a functional relationship exists whenever revenues from a Supporting Auxiliary Enterprise will be used to pay or secure the debt of a Facility or when proceeds of bonds issued by a Supporting Auxiliary Enterprise will be used, directly or indirectly, to pay costs relating to a Facility. When a functional relationship is established between a Facility and a Supporting Auxiliary Enterprise, only that portion of the Supporting Auxiliary Enterprise's revenues that exceed its operating requirements and debt service, if any, may be pledged to secure such debt; provided that such pledge may be on parity with outstanding debt if permitted by the covenants and conditions of the outstanding debt.

A functional relationship exists when a nexus is established between the Facility and the Supporting Auxiliary Enterprise's revenues. Whether a Facility is functionally related to the Supporting Auxiliary Enterprise's revenues must be determined on a case by case basis, taking into consideration the unique facts and circumstances surrounding each individual situation.

Examples of functional relationships include, but are not limited to, a parking facility intended to provide parking to residents of a student housing facility and located within reasonably close proximity to a student housing facility; a food services facility intended to serve residents of a student housing facility and located within reasonably close proximity to a student housing facility; or shared infrastructure (e.g. water lines, sewer lines, utilities, plaza areas) located within reasonably close proximity to both the Facility and the Supporting Auxiliary Enterprise. While representations that a Facility will provide general benefits to or enhance the experience of the student body are desirable, this factor alone is not determinative in and of itself to establish a functional relationship between the Facility and the Supporting Auxiliary Enterprise's revenues.

Lien Status. All bonds of a particular program should be secured by a first lien on specified revenues. Additionally, bonds should generally be equally and ratably secured by the revenues pledged to the payment of any outstanding bonds of a particular bond program. However, the creation of a subordinate lien is permissible if a first lien is not available or circumstances require.

Reserve Fund. Debt service reserve requirements may be satisfied by a deposit of bond proceeds, purchase of a reserve fund credit facility, or funding from available

resources over a specified period of time. In the submission of a request for debt issuance, it is preferred, though not required, that the bond size for the proposed debt include provisions for funding a reserve from bond proceeds. This will ensure that in the event the university is unable to obtain a reserve fund credit facility it will still have an authorized bond amount sufficient to fund its needs. Debt service reserve requirements may also be satisfied with cash balances.

Credit Enhancement. Credit enhancement is used primarily to achieve interest cost savings. Accordingly, the state universities and their DSOs should consider the cost effectiveness of bond insurance or other credit enhancements when evaluating a debt issuance and the overall cost thereof. Any bond insurance or credit enhancement should be chosen through a competitive selection process analyzing the cost of the insurance or credit enhancement and the expected interest cost savings to result from their use. The primary determinant in selecting insurance or other credit enhancement should be price and expected interest cost savings; however, consideration may also be given to the terms of any arrangement with the provider of insurance or other credit enhancement.

Capitalized Interest. Capitalized interest from bond proceeds is used to pay debt service until a revenue producing project is completed or to manage cash flows for debt service in special circumstances. Because the use of capitalized interest increases the cost of the financing, it should only be used when necessary for the financial feasibility of the project.

Structural Features

Length of Maturity. In addition to any restriction on the final maturity imposed by the constitution or laws of the state, as a general guideline, the final maturity on bonds should not exceed thirty years.

Debt secured by gifts and donations shall not be considered long-term financing, but may be used as a temporary or construction loan to accelerate construction of facilities. Accordingly, the maturity of debt secured by gifts and donations shall not exceed five years, including roll-overs or refinancings except refinancings to implement permanent financing. Debt issued to finance equipment and software may not be longer than five years or the useful life of the asset being financed, whichever is shorter. Lastly, the final maturity of the debt should not exceed the estimated useful life of the assets being financed.

Debt Service Structure. Generally, debt should be structured on a level debt basis, i.e., so that the annual debt service repayments will, as nearly as practicable, be the same in each year. A deviation from these preferences is permissible if it can be demonstrated to be in the university's best interest, such as restructuring debt to avoid a default and not to demonstrate feasibility of a particular project.

Redemption Prior to Maturity. A significant tool in structuring governmental bonds is the ability to make the bonds callable after a certain period of time has elapsed after issuance. This provides the advantage of enabling the issuer to achieve savings through the issuance of refunding bonds in the event interest rates decline. Although the ability to refund bonds for a savings is advantageous, there may be situations where a greater benefit of lower interest rates may be realized by issuing the bonds as non-callable. Accordingly, there is a strong preference that bonds issued by a university or DSO be structured with the least onerous call features as may be practical under then prevailing market conditions. Bonds of a particular issue may be sold as non-callable if it is shown to be in the best interest of the university or DSO.

Debt Issued With a Forward Delivery Date. Debt issued by a university or DSO may be issued with a delivery date significantly later than that which is usual and customary. This debt typically carries an interest rate penalty associated with the delay in delivery. There are also additional risks that delivery will not occur. Debt with a forward delivery date may be issued if the advantages outweigh the interest rate penalty which will be incurred and the university and DSO are protected from adverse consequences of a failure to deliver the debt.

Interest Accrual Features

Fixed Rate, Current Interest Debt. Fixed rate debt will continue to be the primary means of financing infrastructure and other capital needs. However, there may be circumstances where variable rate debt is more appropriate, in which case, the state university or DSO shall provide documentation as noted in these guidelines for such debt.

Derivatives. Alternative financing arrangements, generally referred to as derivatives, are available in the market as an alternative to traditional bonds. Under certain market conditions, the use of alternative financing arrangements may be more cost effective than the traditional fixed income markets. However, these alternative financing instruments, such as floating to fixed swap agreements, have characteristics and carry risks peculiar to the nature of the instrument which are different from those inherent in the typical fixed rate financing. Although the universities and their DSOs should normally continue issuing conventional fixed rate bonds, alternative financing instruments may be used when the inherent risks and additional costs are identified and proper provision is made to protect the Board, the university, and the DSO from such risks. In determining when to utilize alternative financing arrangements, the availability of the requisite technical expertise to properly execute the transaction and manage the associated risks should be evaluated along with any additional ongoing administrative costs of monitoring the transaction. Also, a comprehensive derivatives policy should be established by the university or their DSOs and approved by the Board prior to approving transactions using derivatives products.

Capital Appreciation Bonds. Normally capital appreciation bonds, which do not require current debt service payments, should not be used. However, when a compelling university interest is demonstrated, capital appreciation bonds may be issued.

Variable Rate Bonds. Variable rate debt may be issued where, considering the totality of the circumstances, such bonds can reasonably be expected to reduce the total borrowing cost to the university or the DSO over the term of the financing. The availability of the requisite technical expertise to properly manage the risks and execution of the variable rate transaction should be evaluated along with any additional ongoing administrative costs of monitoring the transaction. There should be a solid understanding of the liquidity risk and interest rate risks associated with variable rate debt. Further, there should be a debt management plan that mitigates, to the extent possible, these risks over the life of the debt. The following guidelines should apply to the issuance of variable rate debt:

- a) *Expected reduction in total borrowing cost.* In determining reasonably expected savings, a comparison should be made between a fixed rate financing at then current interest rates and a variable rate transaction, based on an appropriate floating rate index. The cost of the variable rate transaction should take into account all fees associated with the borrowing which would not typically be incurred in connection with fixed rate bonds, such as tender agent, remarketing agent, or liquidity provider fees.
- b) *Limitation on variable rate debt.* The amount of variable rate debt and interest derivative exposure is dependent on several factors associated with these types of debts. Included in the factors associated with these instruments are the university's/DSO's operating flexibility and tightness of budget, access to short and long term capital, the likelihood of a collateral call or termination payment, and the university's/DSO's financial expertise. The level to which universities may utilize variable rate debt obligations ("VRDO") and interest derivatives (like swaps, collars, and caps) is subject to an understanding of the risks associated and a debt policy that adequately addresses the additional risks.
- c) *Budgetary controls.* To avoid a situation in which debt service on variable rate bonds exceeds the annual amount budgeted, the following guidelines should be followed in establishing a variable rate debt service budget:
 - i) A principal amortization schedule should be established, with provisions made for payment of amortization installments in each respective annual budget;
 - ii) Provide for payment of interest for each budget year using an assumed budgetary interest rate which allows for fluctuations in interest rates on the bonds without exceeding the amount budgeted. The budgetary interest rate may be established by: (1) using an artificially high interest rate given

current market conditions; or (2) setting the rate based on the last 12 months actual rates of an appropriate index plus a 200 basis point cushion or spread to anticipate interest rate fluctuations during the budget year. The spread should be determined by considering the historical volatility of short-term interest rates, the dollar impact on the budget and current economic conditions and forecasts; or, (3) any other reasonable method determined by the university or DSO and approved by the Board;

- iii) The amount of debt service actually incurred in each budget year should be monitored monthly by the university or DSO to detect any significant deviations from the annual budgeted debt service. Any deviations in interest rates which might lead to a budgetary problem should be addressed immediately; and
 - iv) As part of the effort to monitor actual variable rate debt service in relation to the budgeted amounts and external benchmarks, the university or DSO should establish a system to monitor the performance of any service provider whose role it is to periodically reset the interest rates on the debt, i.e., the remarketing agent or auction agent.
- d) *Establish a hedge with short-term investments.* In determining the appropriate amount of variable rate debt which may be issued by the universities or their DSOs, consideration should be given to mitigating the variable interest rate risk by creating a hedge with short-term investments. This “hedge” mitigates the financial impact of debt service increases due to higher interest rates because, as debt service increases, the university’s or DSO’s earnings on short-term investments also increases. Appropriate personnel should monitor the hedge monthly. Short-term investment as a hedge is one of several methods of mitigating interest rate risk. The ratio of such short-term investments to variable debt needs to be examined in conjunction with other interest rate risk hedging, striking an overall balance to minimize interest rate risk.
- e) *Variable interest rate ceiling.* The bond documents should include an interest rate ceiling of no greater than 12%.
- f) *Mitigating interest rate risks with derivatives.* Universities and DSOs are allowed to use various derivatives to mitigate the risk of rising interest rates on variable rate debt. However, the introduction of these derivatives also presents other risks for which the university must mitigate. These risks include rollover risk, basis risk, tax event risk, termination risk, counterparty credit risk and collateral posting risk. At a minimum, a university/DSO engaging in this type of interest rate risk mitigation must provide:
 - i) Evidence that the counterparty has a long term rating of at least an A/A2; and

- ii) A swap management plan that details the following:
 - a) Why the university is engaging in the swap and what the objectives of the swap are.
 - b) The swap counterparty's rating.
 - c) An understanding by the issuer of the cash flow projections that detail costs and benefits for the swap.
 - d) The plan of action addressing the aforementioned risks associated with swaps.
 - e) The events that trigger an early termination (both voluntary and involuntary) under the swap documents, the cost of this event and how such would be paid.
 - f) The method for rehedging variable rate exposure should early termination be exercised.
 - g) A list of key personnel involved in monitoring the terms of the swap and counterparty credit worthiness.
- g) *Liquidity.* One of the features typical of variable rate debt instruments is the bondholder's right to require the issuer to repurchase the debt at various times and under certain conditions. This, in theory, could force the issuer to repurchase large amounts of its variable rate debt on short notice, requiring access to large amounts of liquid assets. There are generally two methods for addressing this issue. With the first method, issuers that do not have large amounts of liquid assets may establish a liquidity facility with a financial institution which will provide the money needed to satisfy the repurchase. The liquidity provider should have a rating of A1/P1 or higher. The liquidity agreement does not typically run for the life of long-term debt. Accordingly, there is a risk that the provider will not renew the agreement or that it could be renewed only at substantially higher cost. Similar issues may arise if the liquidity provider encounters credit problems or an event occurs which results in early termination of the liquidity arrangement; in either case the issuer must arrange for a replacement liquidity facility. With the second method, issuers with significant resources may choose to provide their own liquidity. This approach eliminates the costs that would be charged by a third party liquidity provider and could mitigate the renewal/replacement risk. If a university/DSO chose to provide its own liquidity, the institution must maintain liquid assets or facilities equal to 100% of the outstanding VRDOs.

- h) *Submission of periodic reports.* By November 30th of each year, the university will prepare and submit to the board of trustees and the Board an annual variable rate debt report showing the position during the previous period of the university or DSO variable rate debt with respect to the following measures:
- i) the total principal amount of variable rate debt to principal amount of total debt;
 - ii) the amount of debt service accrued during the reporting period in relation to the pro-rata amount of annual budgeted debt service for the reporting period. If the amount of debt service which accrued during the reporting period exceeded the pro-rata amount of annual budgeted debt service for the period, the university shall explain what actions were taken to assure that there would be sufficient revenues and budget authority to make timely payments of debt service during the subsequent years; and
 - iii) the amount of variable rate debt in relation to the amount of the university's and/or DSO's short-term investments, and any other strategies used to hedge interest rate risk.

Other Types of Financings

Refunding Bonds. Generally, refunding bonds are issued to achieve debt service savings by redeeming high interest rate debt with lower interest rate debt. Refunding bonds may also be issued to restructure debt or modify covenants contained in the bond documents. Current tax law limits to one time the issuance of tax-exempt advance refunding bonds to refinance bonds issued after 1986. There is no similar limitation for tax-exempt current refunding bonds. The following guidelines should apply to the issuance of refunding bonds, unless circumstances warrant a deviation therefrom:

- a) Refunding bonds should be structured to achieve level annual debt service savings.
- b) The life of the refunding bonds should not exceed the remaining life of the bonds being refunded.
- c) Advance refunding bonds issued to achieve debt service savings should have a minimum target savings level measured on a present value basis equal to 5% of the par amount of the bonds being advance refunded. The 5% minimum target savings level for advance refundings should be used as a general guide to guard against prematurely using the one advance refunding opportunity for post-1986 bond issues. However, because of the numerous considerations involved in the sale of advance refunding bonds, the 5% target should not prohibit advance refundings when the circumstances justify a deviation from the guideline.

- d) Refunding bonds which do not achieve debt service savings may be issued to restructure debt or provisions of bond documents if such refunding serves a compelling university interest.

Certificates of Participation and Lease-Type Financing. The universities or their DSOs may utilize these financing structures for all purposes, but it shall be considered as debt for the purposes of these guidelines and the universities shall always budget and make available monies necessary to pay debt service, notwithstanding the right to cancel the lease. Additionally, for lease purchase financings of equipment, universities and DSOs should consider using the state's consolidated equipment financing program if it will reduce costs and ensure a market interest rate on the financing.

Conversions of existing variable rate debt. A conversion between interest rate modes pursuant to the provisions of variable rate financing documents does not require Board approval. However, ten days prior to the conversion, the universities or their DSOs must notify the Board Office of a conversion and provide a summary of the terms of (i.e. interest rate, debt service schedule, etc.) and reasons for the conversion. The universities and DSOs should answer all questions and provide any additional information that Board staff deem necessary to fully understand the conversion.

IV. METHOD OF SALE AND USE OF PROFESSIONALS

Analysis of Method of Sale

It is in the best interests of the universities and their DSOs to use the method of sale for their debt that is expected to achieve the best sale results. Based upon the facts and circumstances with regard to each individual financing, it may be more appropriate to sell debt through either a competitive sale or through negotiation. Accordingly, the universities and their DSOs may utilize either a competitive or negotiated sale. If, however, a request is made for a DSO to sell debt using a negotiated sale, the university must provide the Board with an analysis showing that a negotiated sale is desirable. The analysis should include, but not necessarily be limited to, a consideration of the following factors:

- a) Debt Structure
 - i) pledged revenues – strong revenue stream vs. limited revenue base;
 - ii) security structure – conventional resolution, cash flow, rate and coverage covenants vs. unusual or weak covenants;
 - iii) debt instrument – traditional serial and term bonds vs. innovative, complex issues requiring special marketing; and

- iv) size – a smaller transaction of a size which can be comfortably managed by the market vs. a large size which the market cannot readily handle.
- b) Credit Quality
 - i) ratings – “A” or better vs. below single “A”; and
 - ii) outlook – stable vs. uncertain.
- c) Issuer
 - i) type of organization – well-known, general purpose vs. special purpose, independent authority;
 - ii) frequency of issuance – regular borrower vs. new or infrequent borrower; and
 - iii) market awareness – active secondary market vs. little or no institutional awareness.
- d) Market
 - i) interest rates – stable; predictable vs. volatile;
 - ii) supply and demand – strong investor demand, good liquidity vs. oversold, heavy supply; and
 - iii) changes in law – none vs. recent or anticipated

Bonds may also be sold through a private or limited placement, but only if it is determined that a public offering through either a competitive or negotiated sale is not in the best interests of the university or DSO.

Allocation of Bonds

In the event a negotiated sale by a DSO is determined by the university to be in the university's best interest, syndicate rules shall be established which foster competition among the syndicate members and ensure that all members of the syndicate have an opportunity to receive a fair and proper allocation of bonds based upon their ability to sell the bonds.

Report on Sale of Bonds

The university or DSO shall prepare a report on the sale of bonds or anytime it incurs debt. The report shall be prepared and provided to the Board as soon as practicable but in no event later than one month after closing the transaction, in the format and manner provided by the Board, which at a minimum shall include the following:

- a) The amount of the debt.
- b) The interest rate on the debt.
- c) A final debt service schedule or estimated debt service schedule if a variable rate debt or the interest rate is subject to adjustment.
- d) Any aspect of the transaction that was different from the transaction submitted for approval.
- e) Itemized list of all fees and expenses incurred on the transaction, including legal fees.
- f) For negotiated sale of bonds:
 - i) the underwriters' spread detailing the management fee;
 - ii) takedown by maturity and aggregate takedown;
 - iii) any risk component and an itemized list of the expense component;
 - iv) orders placed by each underwriter and final bond allocation;
 - v) total compensation received by each underwriter; and
 - vi) any report or opinion of the financial advisor.
- g) Final official statement for publicly offered bonds.
- h) Bond insurance or any other form of credit enhancement and the terms thereof.
- i) Credit rating reports.

For any project financing approved by the Board on or after November 7, 2012, the university or DSO shall prepare an annual report to the Board and the Division of Bond Finance which updates information provided for the initial approval of the project. The report shall include information relating to the return on investment or

internal rate of return for a revenue-generating project or another appropriate quantitative measure for a non-revenue generating project, and any other information as may be required. The format and specific timeframe for reporting shall be as specified by the Chancellor. However, the initial annual report shall be filed no later than November 30 after the project has been placed in service for one full fiscal year.

Selection of Financing Professionals

The use of underwriters for negotiated financings and the use of financial advisors for negotiated and competitive offerings is necessary to assist in the proper structuring and sale of debt. To assure fairness and objectivity in the selection of professionals and to help select the most qualified professional, the selection of underwriters and financial advisors should be accomplished through a competitive selection process. A competitive selection process allows the universities and their DSOs to compare more professionals and obtain the best price and level of service.

V. DISCLOSURE

Primary Disclosure

Universities and DSOs shall use best practices in preparing disclosure documents in connection with the public offer and sale of debt so that accurate and complete financial and operating information needed by the markets to assess the credit quality and risks of each particular debt issue is provided.

The disclosure recommendations of the Government Finance Officers Association's "Disclosure for State and Local Governments Securities," and the National Federation of Municipal Analysts' "Recommended Best Practices in Disclosure for Private Colleges and Universities" should be followed to the extent practicable, specifically including the recommendation that financial statements be prepared and presented according to generally accepted accounting principles.

Continuing Disclosure

DSOs shall fulfill all continuing disclosure requirements set forth in the transaction documents and as required under Rule 15c2-12 of the Securities and Exchange Commission.

VI. POST-ISSUANCE CONSIDERATIONS

Investment of Proceeds of Debt Issued by DSOs

Construction Funds. Funds held for payment of debt service and all other funds held as required by the documents of any financing shall be invested consistent with the terms of the Financing Documents.

Arbitrage Compliance

The university will comply with federal arbitrage regulations. Any arbitrage rebate liabilities should be calculated and funded annually.

Subsequent Events and Amendments

The DBF and Board Office shall be timely notified of any proposed changes in the terms or conditions of debt issued by a university or DSO. No material changes shall be made without specific Board authorization, which may include items such as, but not limited to:

- Extending maturities
- Changes in bond covenants
- Changes in pledged revenues
- Debt acceleration
- Cross default
- Changes to remedies provided to investors
- Variable rate refundings
- Other actions that may reduce debt service coverage or credit ratings
- Termination or modification of swap agreements
- Use of derivatives

VII. EFFECT

The foregoing guidelines shall be effective immediately and may be modified from time to time by the Board as circumstances warrant. The guidelines are intended to apply to all university and DSO debt, and not to adversely affect any university or DSO debt currently outstanding or projects approved by the Board or board of trustees prior to, or existing, as of January 26, 2006.

Authority: Section 7(d), Art. IX, Fla. Const., History: New 4-27-06, Amended 9-16-10, Amended 11-21-13, Amended 9-22-16.

Governing Boards and University-Affiliated Organizations: Risks and Rewards

By John T. Casteen // Volume 22, Number 6 // November/December 2014

Does your institution have a medical center? Who appoints and supervises your foundation heads? How do you make sure that outside contractors—food service and so forth—provide the services you expect and charge fair and justified fees? How much does your football or basketball coach make from summer camps, sporting goods companies, commercial endorsements, TV or radio shows—everything? Who authorizes those agreements? Who protects the value of your institution's name?

Relationships between institutional governing boards and affiliated organizations have evolved, becoming increasingly numerous and nuanced. Because the work done by affiliated entities generally falls outside the core academic mission, independence can come to seem natural, and responsible trustees and presidents may feel this independence lends itself to better or less-costly operations.

Yet when things go wrong, blame and responsibility come home to the governing board. As fiduciaries, governing boards and their officers need to know what their affiliates actually do for their institutions and how the governing board satisfies its basic duties, including care, loyalty, and obedience, with regard to them. AGB's National Commission on College and University Board Governance, on which I served, tackled the issue of affiliated entities during its year-long study of higher education governance issues.

For the purposes of this article, an affiliated entity may be any office, agency, group, or other organization—and sometimes even a person—engaged in work generally geared toward the institution's mission, or using the institution's name, with or without the governing board's approval, while remaining functionally separate, in part or in whole. Many affiliates have their own administrative or managerial structures, finances, and books, even internal governance, while operating under the institution's name or for the institution's perceived benefit.

The work of the commission distinguished four types of affiliates:

- **University medical centers, athletics foundations, and university foundations.** Often large, resource-intensive, and burdened with potential risk, these can pose complex fiduciary challenges for governing boards.
- **Auxiliary units, revenue-generating units, and contracted service providers.** These serve students and staff on the campus, often without direct competitors. Many are licensed by the governing board.
- **Partner organizations—local, state, and federal governments, private foundations, community groups, private corporations, and others.** Often ad hoc, distinct accommodations to surrounding environments, these neighbors, physical or other, do great good but can also pose frequent challenges. Governing boards may have little control

over them, and yet these entities may claim or expect a great deal in exchange for their benevolences.

- **Grassroots groups of students, alumni, or faculty; philanthropies; charitable service providers; and other supporters of university work.** These are emergent groups whose members may feel strongly attached to the institution and empowered to act on its behalf, whether or not the board knows about them and their positions.

Medical Centers and Hospitals

A major medical center can represent half or more of the budget of a public university of middling size. Complex medical centers often employ the largest number of employees of any division. Even when the university has no hospital, health programs can make large claims. In addition to teaching, conducting research, and providing appropriate service, faculty members may be practitioners with practice plans, patients, and external teaching duties.

Governance of a teaching hospital is complex, as more than one entity generally wants to control it. Some health centers have advisory boards or partnership agreements that fall outside normal institutional governance. Partnerships and hybrids are commonplace. County or city hospitals may be in some sense run by a university. A community college may have a health campus and may be the teaching hospital's competitor. Regardless of governance structures, essentially all teaching hospitals operate under federal and state regulations and have malpractice liability and financial and reputational exposure.

As an example, in Virginia, both the VCU Medical Center, which is the medical campus of Virginia Commonwealth University (VCU) in Richmond, and the University of Virginia's (UVa) Charlottesville hospitals underwent governance transformations during the late 1990s to address perceived risks to the universities and to the public interest, and to contain costs. In 1997, VCU's hospitals became the Medical Colleges of Virginia (MCV) Hospitals Authority with codified ties to the state and to VCU's board. A year later, the state approved UVa's Medical Center Operating Board, but as a governed subordinate of UVa's board, not as an authority. Both structures work.

Athletics Foundations

Most discussions of athletics foundations invoke the debate over National Collegiate Athletic Association (NCAA) reforms during the 1980s. The decision to regulate these foundations followed recognition of flaws in institutional and financial controls and of lawlessness within the foundations themselves. Prior to NCAA clean-up and a few related efforts undertaken by governors, unregulated support organizations sometimes owned and operated campus services (for example, bookstores, food services, and the like), using their profits to finance scholarship funds and intercollegiate sports generally. In the most egregious instances, support organizations and their backers, deeply embedded within universities, independently recruited athletes; hired and fired coaches and other sports personnel; raised, managed, and spent philanthropic funds; paid star athletes; and generally took intercollegiate athletics outside institutional control.

Drawing a bright line between permissible and impermissible support, the NCAA and some governors targeted athletic foundations that were operating autonomously. Under the rules, presidents are responsible for the conduct of their athletics programs. Failures of presidential

control are *de facto* failures of institutional control, which is to say failures of governance. As reconceived, properly regulated affiliated entities may raise money, promote sports, and in other ways benefit sports programs, but they cannot run them. They cannot hire or fire athletic directors (ADs) or coaches. They cannot recruit athletes, send down plays from the stands, or provide tangible benefits to players. They operate within executive authority just as corporate employees do, but conflicts do occur. Just as effective governing boards hold their presidents to account, they must not cave when booster clubs become cantankerous.

Institutionally Related Foundations

Ultimately, the governing board establishes the policy framework within which any well-ordered related foundation, no matter its purpose, must operate. In shaping those policies, the governing board should appropriately respect the commitments (time, wisdom, resources) of foundation volunteers and recognize the foundation's value to the institution. University boards often designate appointees to foundation boards to be the governing board's eyes and ears. Overlap between governing and foundation boards seems inevitable, not least because new governing board members often become trustees after serving on subordinate boards. We have found no intrinsic flaw in this double service, so long as it is clear which board governs and which is subordinate.

Yet governing boards and foundation boards sometimes differ, even when all believe that they are pursuing the same larger principles. The terms of the relationships can be blurred: Few boosters want to think of their interests as subordinate to larger institutional interests, perhaps especially when they (the boosters) are also donors to a favorite program, such as football. Effective boards and presidents will negotiate most of these potential conflicts. When they do not or cannot, the institutional interest generally suffers.

Auxiliary Units, Revenue Centers, and Contracted Services

Many colleges and universities nowadays contract out functions (residence halls, food service, cleaning, maintenance, and so on) that were previously college-run. The perceived cost to the institution or to students, or the belief that contractors could deliver better performance at lower prices, were often the catalyst for that change. Critics have argued that contracting out jeopardizes the rights of employees, who must choose whether to remain on institutional payrolls or become contractors' employees. Implicitly, contractors act in place of the institution, as agents, an arrangement that exposes the institution to sometimes unanticipated claims—for alleged personal injuries or damages alleged to have been done by contractors, for example. More recently, the risks have come to include exposure to complaints that the institution uses contracts as a subterfuge to avoid paying either market or living wages to those who work for contractors but are really all-but-employees.

While few people would want to contract core academic entities, such as the English department or the library, presidents and boards routinely make policy distinctions that are not far removed. Might a four-year college contract out courses (say, freshman mathematics or psychology courses) to a neighboring community college? Or management of a performing-arts

center to a neighboring public-facilities authority or to an events manager? Is it ethical or right to contract out labor-intensive functions when contractors generally pay lower wages? Can a contractor provide better and less costly healthcare for students, or psychological support services, or student recruitment, or financial aid?

Those decisions commonly force judgments as to values, in which economic purposes must be balanced with mission-driven acceptance of calculated risk. Effective governing boards very likely accept the duty to make these judgments as a cost of doing business. Such decisions may involve implicit changes in institutional missions, as when contracted services have previously come from core academic units. They challenge boards even as they suggest or promise benefits when boards make the right decisions.

Governments, Communities, and Private Partners

Governmental agencies, non-governmental organizations, private corporations, faculty members with inventions to sell, local businesses, and community groups may all have expectations of governing boards, providing services to the institution or requesting services from it. That has long been the case. The governing board or president may not always get to set the terms of the relationship. Either side may claim the right to end the relationship independently—and not necessarily in ways imagined when the relationship began.

A corporation may claim property rights, perhaps valuable ones, as outcomes or benefits of a research partnership, or a local government may want financial relief when game traffic or daily student parking drives up its cost of services. Governing boards now confront the relatively new task of assessing the cost of certain partnerships—notably joint ventures with non-institutional research sponsors involving intellectual property ownership claims and how they work for the institution. As compelling as new partnerships are, models of good institutional practice exist, and effective boards need to know and follow them.

Grassroots and Emergent Groups

Support groups come in all shapes and sizes: student clubs (formal or informal), alumni affinity groups, booster clubs for sports or the marching band or the campus museum, informal town-gown writing groups. All assert that their interests are the institution's. They are emergent—they make new claims as they assert their interests. Even in harmonious circumstances, emergent groups will need attention at some point. Every president will likely know stories about the local alumni club forced to disband after some especially rowdy event. Every board sooner or later encounters the neighborhood group opposed to the proposed new parking garage, the group united for or against a professor at tenure time or a mascot or the founder or the presence or absence of some concept in the curriculum or phrase in the fight song.

What does one do with these groups? No board or president will satisfy every interested party and critic, nor should they. Good governance makes distinctions as to importance and merit and timeliness. The impulse to respond is natural, not because the issues or people are by nature wise or silly, urgent or irrelevant, but because they amount to human glue. They define

the fabric of institutional links to surrounding communities of interest. Often they do this with remarkable tenacity and over long spans of time. People care—a lot. So do effective board members, but with discretion.

Effective boards and presidents publish policies to structure some of these relationships, and the board needs to know that the president and perhaps legal counsel are doing the right things, balancing whatever risk and benefit may come from engaging with entities not directly subordinate to the board, and at the same time gaining whatever benefit may appropriately come from listening well. That benefit may be intangible: good will.

Recommendations

Each of these subordinate organizations has its own potential value to the institution. By and large, they support institutional effectiveness, and colleges and universities benefit from them. Boards and presidents should publish thoughtful policy guidance, and direct working relationships should reflect principles of fidelity to appropriate roles. The guiding principles are as follows:

At the Full Board Level

- The board should periodically assess its institutional assets to ensure that control over them resides in the appropriate hands.
- Where possible, the institutional board should assert and defend its right to name at least one member to the board of each affiliated entity and to enable the president to name at least one other member. The governing board may elect to stipulate that the president serve *ex officio* on the board of any affiliated entity. If the governing board lacks the authority to make appointments to an affiliated external organization's board, it should task the president with ensuring the institution's interests are clearly and firmly communicated to the affiliated entity's board.
- The board should determine the purpose and name of each affiliated entity and memorialize its approval in its own minutes. When the institutional governing board does not hold legal control over its name, it should verify through the president and legal counsel that all necessary steps are taken to protect the institution's name and reputation.
- To the extent allowed by law, governing boards should require that copies of all affiliated-entity audits, management letters, tax filings, and similar documents be filed with the institutional governing board's secretary. The board should periodically determine which of those documents it elects to receive directly and charge its audit committee to review and report on them.
- The board should determine with the president which financial and other affiliated entities' information will appear in the institution's annual reports. The board should from time to time review its own, its affiliated entities', and the president's annual reports for compliance with institutional policy.

At the Committee Level

- The board should approve each affiliated entity's bylaws or other governing documents and require that up-to-date copies be kept in the board's office. When the board lacks authority to demand those documents or equivalents, the board, generally through its audit committee, should task the president with making the necessary requests and filing the documents in the board's office.

- The board should require, perhaps through its secretary, that timely reports of relations with all affiliated entities be maintained in the board's office, and it should from time to time receive summary reports for attachment to its minutes.
- The board should know from its audit committee in periodic, recurring reports which affiliated-entity employees are institutional employees and which are not. It should task the president with periodically assessing the comparability of salaries and other compensation paid to employees in both categories. If the governing board approves split-funding salaries, it should create a process to assess potential conflicts of interest and abuses in split positions and assign this function to whichever of its committees customarily deals with its standards of employee accountability.
- The governing board should periodically confer with board chairs from affiliated entities to review their missions and operations, supervision of their staffs, work plans, and similar matters. This can be done with the full board or the committees to which it delegates the task.

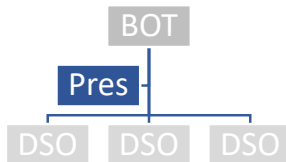
We have realized during the commission's work that relations with affiliated entities can challenge boards even in otherwise effectively governed institutions. That the work done in these affiliated entities matters seems self-evident to us. That we must sometimes understand why they matter by way of the negative concept of risk has struck us as an ironic commentary on the complexity of the work that boards do. Even as getting these relationships right is to address risk, getting them wrong may be to overlook the winds of change. Few university medical centers could have made good use of finance corporations or semi-autonomous public authorities or codified autonomy 50 years ago. These innovations, and similar accommodations to the evolving economy of healthcare in teaching hospitals, represent responses to perceived needs that many boards and states have addressed in relative isolation.

Perhaps the same was true of the condition of athletics foundations when the NCAA began scrutinizing them. Few boosters will have begun by looking for ways to do wrong. Yet some did wrong, not least by inventing or taking advantage of structures (foundations, support committees, etc.) that took transactions away from the proper scrutiny of the governing board's audit committee. What was perhaps at first easy—concealing activities that belong in the light of day—must have become eventually a bad and then an intolerable habit. Perhaps our most significant conclusion is that the self-aware and self-conscious board must be the institution's best defender of its missions and its defense against misappropriation of its integrity.

A final conclusion: The effective governing board governs uses of the institution's name. The name, like the reputation that gives it meaning, is a core institutional asset: It belongs to the institution. Boards may license uses of the name, appropriately and properly consistent with the institutional mission. They may in various ways convey or license uses of their brands. But like effective corporate boards, they must count reputational risk dearly. They may do business in the historical context of prior misappropriations or thoughtless assignments of the rights to the institution's name. They may have to struggle, perhaps for many years, to repossess a name that was let go in the world without conscious concern for contemporary conflicts or opportunities or risks. Sooner or later, the effective governing board addresses the most fundamental institutional possession: reputation. More often than not, repolishing a tarnished name proves harder than pursuing and protecting it before it suffers damage.

B. Important Additions to the Checklist for Good DSO Governance and Management

(1) Clear Management Recommendations (recommend UCF President adopts and implements)

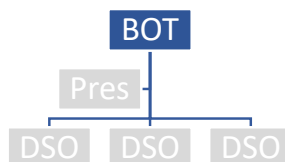


In addition to required items listed in the Management Checklist, we recommend the following be added as requirements by the UCF President:

- a. Receive clear, written **delegation of authority from the UCF President** as applicable for:
 - i. Budget
 - ii. Debt
 - vi. Capital projects
 - vii. Material actions
- b. Develop **annual business plan with performance criteria** presented to the board of directors annually with a year-end report showing performance
- c. **Written MOU** between UCF and the DSO describing:
 - i. Mission
 - ii. Use of UCF facilities
 - iii. Use of UCF personnel
 - iv. Other UCF support
 - v. Services provided to UCF
 - vi. DSO CFO reporting to UCF CFO when applicable
- d. Amend governing documents for DSOs which do not permit **removal of non-trustee members**
- e. DSOs annually complete the UCF **DSO Management Checklist** for review by the UCF VP (form provided by the AVP for DSOs based on the AGB and Council for the Advancement of Secondary Education form)
- f. Begin to coordinate a **strategic plan including budget** that aligns with UCF's mission
- g. Design a **DSO website** or other method to make the following publicly available (currently under construction):
 - i. Easy access to public documents
 - ii. Clear and accessible financial picture
 - iii. Last audited financial statement and tax return
 - iv. List of directors and officers and their terms
 - v. Board liaison to contact for inquiries
 - vi. Performance criteria summary
 - vii. Board meeting dates and minutes
- h. Appoint **one external auditor** for all DSOs (implemented over a 5-year period)
- i. **Align reporting** within UCF such as the following DSO positions or their equivalents report to the UCF positions if not currently in effect:
 - i. DSO Compliance officers report to UCF Compliance
 - ii. DSO IT directors report to UCF IT

- iii. DSO legal counsel reports to UCF General Counsel
- iv. DSO facilities director reports to UCF facilities
- j. Include the DSOs in the **enterprise resource plan** and tools
- k. Engage in UCF's **enterprise risk management** process with the Office of University Compliance, Ethic, and Risk and examine methods for reducing costs and enhancing coverage
- l. Provide **written process for selecting and removing directors and officers**, identify key skills or experience and identify voting status
- m. **Combine financing DSOs** (UCF Convocation Corp, UCF Stadium Corp and UCF Finance Corp) as bond refunding's and other opportunities arise

(2) **Governance Recommendation: The BOT's support of sending recommendations to BOT Governance Committee**



In addition to the items listed in the Management Checklist, we recommend the BOT adopt the following to be added as requirements:

- a. **Clarify the written delegation of authority** from the BOT for applicability to DSOs
- b. The BOT Chair, UCF President and UCF General Counsel **review delegation of authority to the president** for clear direction for DSOs (Attachment F)
- c. Change governing documents requiring DSOs to **follow the UCF Foundation model** with a VP as CEO and volunteer chair of the board of directors (or chair appointed by the UCF President)
- d. DSOs **report to a specific BOT committee** for material operations review (such as the UCF Foundation reports to the BOT Advancement Committee)
- e. Staff will provide **bi-annual DSO debt workshops** to the BOT
- f. Provide DSO board meeting **minutes to BOT via portal**
- g. As requested by trustees, FFC team and UCF Board Office to make recommendation to UCF President to **improve how and when to effectively report to the BOT**
- h. AVP DSOs with board liaisons and legal counsel to arrange **regular board training and training of new board members** to include
 - i. Governance and fiduciary responsibilities, ethics and fraud reporting
 - ii. Sunshine law
 - iii. Conflicts of interest
 - iv. Include faculty and student as a member on each DSO board for current DSOs
- i. Evaluate DSOs to determine **whether they need to exist**
- j. Combine or otherwise reduce number of financing organizations over time as opportunities such as refunding's arise
- k. Develop a format to evaluate potential new DSO's to meet future UCF needs

ITEM: INFO - 3

**UCF BOARD OF TRUSTEES
June 18, 2020**

Title: Board Emerging Issues Update

Background:

Chair Seay has requested proactive Trustee engagement with areas where the university has made a significant investment, is considering making a significant investment, or has faced challenges.

Board members will use their experience and expertise, where they bring valuable background and skills, to advise executive leadership and share with other board members their findings and recommendations on the respective emerging issue.

Issues to be Considered:

Trustees assigned to the following emerging issues will provide a brief update to the board:

Operational and Process Improvements

- Contracts (Trustee Okaty)

Strategic Partnerships and Investments

- Stadium Infrastructure (Trustee Walsh)

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:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

N/A

Facilitators/Presenters:

Chair Seay

UCF BOARD OF TRUSTEES
June 18, 2020

Title: New Degree Program Proposal – Master of Science in Themed Experience

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:**

The M.S. in Themed Experience is a professionally focused, 33-credit degree program dedicated to the design and production of themed environments. By definition, a themed experience is any environment that is designed to convey a narrative allowing participants opportunities for interaction and immersion. Such spaces include theme parks, zoos, museums, virtual worlds, exhibitions, aquariums, escape rooms, interactive theatre, immersive hotels and themed retail and dining. The program is designed to build upon the strength and diversity of UCF's theater, art, and design programs as well as its ideal location in Orlando, the international hub of the themed entertainment industry. Students graduating from this program will be prepared for creative careers in the themed experience industry with a thorough background in collaboration, production, and integral industry practices.

- **Benefits:**

Given its proximity to the local themed experience industry, UCF is uniquely positioned to be an important partner to deliver the premier program of its kind. Not only would UCF be the first public institution with a dedicated M.S. in this discipline, it would also be the only institution with the vast collaborative resources located in the center of this industry. The central Florida area supports five (and soon six) of the largest and most successful theme parks in the world and is also home to over 100 firms employing artists, designers and producers working within the industry. This geographical concentration of talent and expertise provides multiple opportunities for mentoring, internships and employment for themed experience graduates as well as potential resources for program sponsorship and support. The M.S. will attract young individuals who have successfully completed undergraduate degrees in creative fields as well as industry professionals looking to hone their skills and develop world-class creative portfolios.

- **Career/Workforce Needs:**

There is a great need in the Orlando area for highly skilled and trained individuals who can design and produce themed entertainment. While local institutions currently provide diverse offerings in hospitality and tourism, none specifically address the production, design and development needs of the themed experience industry. Orlando's job market in this area continues to grow: the region has been ranked #1 in the nation for job growth, with the Walt Disney World Resort and Universal Orlando Resort as the #1 and #2 employers in the region. *The Orlando Economic Partnership 2030: Insight into Orlando's Future* report forecasts a growth of nearly 15,000 jobs by 2030. The proposal contains letters of support from industry leaders, including Disney, Universal and local themed entertainment firms, as well as letters from the mayor of Orlando and IAAPA, the leading themed experience trade organization. These letters attest to the fact that there is a great need for the next generation of creative talent to support continued growth and innovation in the industry. Currently, the themed entertainment industry recruits talent from multiple,

related disciplines but spends a disproportionate amount of effort and funding training individuals in the standard craft, skills and knowledge required in the industry. UCF's proximity to the regional themed experience industry, coupled with an internship program supported by local industry partners, supports our expectation that our graduates will find employment locally in their fields of expertise.

A note regarding the current situation, the themed entertainment industry has proven to be relatively resilient to economic downturns and demonstrated a pattern of steady growth over the last twenty years, including the period during the Great Recession. With the construction of an additional Universal park, and the expansion and remodeling of Disney's EPCOT underway, we anticipate continued growth and the continuing need for skilled and knowledgeable creative individuals. While the current situation will have an impact on the entertainment industry, we expect the industry to rebound sooner than others. International industry recovery is already in progress. Shanghai Disneyland has reopened to guests as of May 2020, and Disney World has announced intentions to use a similar model to rebound. Slated to enroll its first cohort of students fall 2021, this program will graduate its first class three years later, well after the expected economic recovery.

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.

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 – Themed Experience Please click the link below to view the full proposal: https://bot.ucf.edu/files/2020/05/Master-of-Science-in-Themed-Experience.pdf
Facilitator:	Timothy Letzring, Senior Associate Provost for Academic Affairs

Attachment A

Analysis Summary for New Degree Authorization
Program Name: Themed Experience MS

	Criteria	Proposal Response to Criteria
1.	The goals of the program are aligned with the university's mission and relate to specific institutional strengths.	Met with Strength The Themed Experience MS draws on existing strengths in related fields across the university and promises to increase the university's engagement with one of its most prominent and distinctive local industries, strengthening existing partnerships with the theme park industry as well as developing new initiatives. The program will provide a STEAM education and is interdisciplinary in nature incorporating knowledge and coursework from Theatre, Hospitality Management, Architecture and Gaming & Interactive Media. The program will graduate students with specific experience in the entertainment industry which plays a key role in Florida's economy. It leverages the courses and success of UCF's existing Theatre MFA, Themed Experience Track.
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.	Met Themed Experience is a unique, emerging discipline with no specific accrediting entity. Other UCF programs in the discipline are accredited and successful.
3.	The proposal describes an appropriate and sequenced course of study. Admissions and graduation criteria are clearly specified and appropriate. The course of study and credit hours required may be satisfied within a reasonable time to degree. In cases in which accreditation is available for existing bachelor's or master's level programs, evidence is provided that the programs are accredited, or a rationale is provided as to the lack of accreditation.	Met with Strength Admission requirements are broad which speaks to the interdisciplinarity of the program. The proposal clearly lists 7 required courses (21 credit hours) and provides a list of restricted electives students chose from for the remaining 4 courses (12 credit hours). The curriculum gives students a base knowledge with core courses and a broad choice of electives which helps the students to narrow down their focus in a way that best suits their needs and goals. The core courses are well aligned with the requirements in the industry. The overall curriculum is interdisciplinary which mirrors the nature and needs of the industry. The curriculum is designed to accommodate students with existing industry jobs, ensuring timely progress to graduation, and represents an ideal opportunity for employees to pursue career advancement.
4.	Evidence is provided that a critical mass of faculty members is available to initiate the program based on estimated enrollments, and that, if appropriate, there is a commitment to hire additional faculty members in later years, based on estimated enrollments. For doctoral programs, evidence is provided that the faculty members in aggregate have the necessary experience and research activity to sustain a doctoral program.	Met The program will be taught using existing faculty and by adjuncts who are experts in the industry. In year two, an instructor/lecturer hire will join the program's tenured director. The program has gained strong support by College Deans and Associate deans in the Rosen College of Hospitality Management and the College of Engineering and Computer Science.

	Criteria	Proposal Response to Criteria
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; appropriate fellowships, scholarships, and graduate assistantships; and appropriate clinical and internship sites are sufficient to initiate the program.	<p>Met</p> <p>Existing Library resources for this program are ample. The resources needed for this program are interdisciplinary. Finding funding to support software resources as the program progresses may be challenging. Internship opportunities are expected to be available given Orlando's location as the industry hub for themed entertainment. Thanks to the confirmed partners represented in the provided letters of support and advisory council membership, partnerships and opportunities for students will continue to strengthen. It is anticipated that this program will become part of the Disney Aspire program, providing students with external funding to support their continued education.</p>
6.	Evidence suggests a need for more people to be educated in this program at this level. For all degree programs, if the program duplicates other degree programs in Florida, a convincing rationale for doing so is provided. 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</p> <p>The program conducted two surveys, demonstrating an interest among potential applicants. Similarly, the existing Theatre MFA, Themed Experience Track has received strong interest. This suggests the anticipated FTE and headcount for the program are realistic. The program is unique in Florida - there are no other institutions within the State University System offering a graduate degree in Themed Experience - and is well-positioned to prepare and produce graduates to meet much-needed local workforce demand. External support letters are provided and speak to the solid connection with industry partners. The program's advisory council further supports the industry connection and partnerships that will benefit the program.</p>
7.	The proposal provides a complete and realistic budget for the program, which reflects the text of the proposal, is comparable to the budgets of similar programs, and 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</p> <p>The budget is reasonable, leveraging existing faculty and includes a commitment to hire one additional instructor/lecturer in year two. The program plans to utilize adjunct faculty who are industry experts to teach courses. Adjunct faculty can provide the program flexibility in the future as expertise in a variety of topics will be needed to stay current.</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</p> <p>The program leverages existing courses. The faculty have been productive in teaching and research. Furthermore, the existing Theatre MFA, Themed Experience track has been productive and successful.</p>

ITEM: EP-2

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Conferral of Degrees for Summer 2020 Commencement Ceremonies

Background:

UCF expects to award the following degrees in Summer 2020

Baccalaureate Degrees:	3,039
Master's Degrees:	629
<u>Doctoral and Specialist:</u>	190
Total:	3,858

Issues to be Considered:

Summer 2020 conferral for 3,858 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 Summer 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
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Supporting Documentation:	Attachment A: Graduation Count
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Facilitator:	Michael D. Johnson Interim Provost and Vice President for Academic Affairs
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Attachment A

UCF Summer 2020 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	196	17	2	215
College of Business Administration	391	132	3	526
College of Community Innovation and Education	379	216	49	644
College of Engineering and Computer Science	248	49	62	359
College of Graduate Studies	0	15	0	15
College of Health Professions and Sciences	355	103	1	459
College of Medicine	125	13	5	143
College of Nursing	200	12	27	239
College of Optics and Photonics	0	1	8	9
College of Sciences	702	51	31	784
College of Undergraduate Studies	231	0	0	231
Rosen College of Hospitality Management	212	20	2	234
Degree level totals:	3,039	629	190	3,858

ITEM: FF-1

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Five-Year Capital Improvement Plan

Background:

Pursuant to 1001.74(12), 1011.40(1), and 1013.60, Florida Statutes, each year the university must submit an updated Capital Improvement Plan (CIP) to the Board of Governors. This plan identifies projects that will be included in the three-year Public Education Capital Outlay (PECO) list, and provides information to the State Board of Education for its request for capital project funding for 2021-22.

Issues to be Considered:

The projects included in the CIP adhere to criteria prescribed by the Board of Governors:

1. Remodeling/Renovation/Maintenance/Repair

Funds will be requested from PECO pursuant to formula as required by section 1013.64(1)(a), Florida Statutes, and should not be included by the university on the CIP – this funding will be requested as the top system issue by the Board of Governors.

2. Projects Previously Funded by the Legislature

Projects previously funded by the Legislature, effective July 1, 2017, or later, should be listed next on the CIP; these are considered “Previously Funded”. If a university has more than one such project, priority should be given to those projects which can be most rapidly brought to completion.

3. Capital Renewal and Stewardship of Existing Facilities

- a) Subsystem Requests – Each board of trustees shall prioritize capital renewal and stewardship projects for individual subsystems of existing facilities which have failed or are functioning with substantial degradation in efficiency or performing at increased cost. This must be done on a line item basis.
- b) Multiple Subsystem Requests – Renovation of multiple subsystems of an existing facility may be requested only if approved pursuant to an Educational Plant Survey.
- c) Demolition – Funding for demolition of an existing facility may be requested only if approved pursuant to an Educational Plant Survey.

4. New Facility Request

A New Facility Request must address the following demand indicators:

- a) Will it improve the national ranking of a specific college; e.g. Music, Business, etc.?
- b) Will it allow for creation of a new academic program?
- c) Will it create both new research capability and capacity; requiring material institutional support?
- d) Will it expand current course offerings?
- e) Will it address campus-wide needs?

New Facility Requests **must also** be supported by an existing Educational Plant Survey, a business case study; and a Plant Operations and Maintenance (PO&M) Budget Amendment, showing in

detail how the existing operating budget will be adjusted to address the increased PO&M costs without additional state funds. Alternatively, identify non-state funding for the new facility.

Alternatives to Decision:

1. Not approve the Five-year Capital Improvement Plan.
2. Recommend changes to the Five-Year Capital Improvement Plan.

Fiscal Impact and Source of Funding:

The renovation projects listed in the CIP include updates that should provide for operating cost efficiencies. Once submitted the Board of Governors will evaluate all universities based on the criteria above and a newly established points based system to present a request for PECO funding to the Legislature. If the State does not approve the funds requested, the University may include the same projects on next year's CIP, or, if available may request authorization to utilize E&G carryforward funds.

Recommended Action:

Approve the Five-Year Capital Improvement Plan as presented.

Authority for Board of Trustees Action:

Florida Statute 1001.74

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Alex Martins has approved adding this item to the agenda.

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Supporting Documentation:

Attachment A: Five-Year Capital Improvement Plan

Facilitators/Presenters:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer
Duane Siemen, Interim Associate Vice President for Facilities and Safety

Attachment A

**CIP-1 NARRATIVE OVERVIEW FOR AGENCY CAPITAL IMPROVEMENTS PLAN
(NARRATIVE)**

AGENCY: University of Central Florida

**AGENCY OBJECTIVES AND POLICIES AS THEY RELATE TO THE CAPITAL
IMPROVEMENTS PROGRAM**

The University of Central Florida (UCF) is a metropolitan university, which combines a contemporary and local role with one that is both traditional and universal. UCF seeks to serve its local, national, and international constituents by accelerating industry diversification, enhancing quality of life for our residents, and improving the world beyond our borders.

UCF is a leader in many academic, partnership, and research fields including optics and lasers, modeling and simulation, engineering and computer science, business administration, education, hospitality management, health care, and video game design. UCF's programs in communication and the fine arts help fulfill the cultural and entertainment needs of a growing metropolitan area. Through learning, discovery, and partnerships, UCF transforms lives and livelihood.

According to U.S. News & World Report's 2020 Best Colleges guide, UCF ranks among the nation's 20 most innovative universities. UCF is also ranked as a best-value university by Kiplinger and The Princeton Review, as well as one of the nation's most affordable colleges by Forbes.

UCF has a general education program designed to produce well-rounded graduates with a balance of communicative and mathematical skills; historical, social, and scientific knowledge; and ethical, aesthetic, and artistic sensitivity. UCF uses the power of scale and the pursuit of excellence to solve tomorrow's greatest challenges and to make a better future for our students and society. Students explore and address their personal and social responsibility in an interconnected world and become engaged global citizens. The university confers almost 17,000 degrees each year and benefits from a diverse faculty and staff who create a welcoming environment and opportunities for all students to grow, learn, and succeed, in order to lead productive and meaningful lives.

During our first 50 years of existence, the university experienced a tremendous growth period, with great demand and high expectations. With new residents still moving to Central Florida every week, the pressures to keep up with the region's higher education needs are immense.

The university has 13 colleges comprising: Arts and Humanities, Burnett Honors College Business, Community Innovation and Education, Engineering and Computer Science, Graduate Studies, Health Professions and Sciences, Medicine, Nursing, Optics and Photonics, Rosen College of Hospitality Management, Sciences, and Undergraduate Studies. The university will continue to implement new programs at both the

undergraduate and graduate levels to meet the needs of a rapidly-developing service area. The university is committed to maintaining the public's trust by offering high-quality programs of instruction, research, and service.

The construction and maintenance of facilities is fundamental to delivery of the university's programs, and requires land improvements and infrastructure improvements. Based on the results of the Educational Plant Survey, UCF is operating at a significant space deficit and is leasing space in locations such as the Central Florida Research Park.

HIGHLIGHTS OF CAPITAL IMPROVEMENTS PROGRAM

This year, the university places a high priority on the renovation of building systems: Chemistry Renovation, Communication and Media Building Renovation (building envelope and roof), and Howard Phillips Hall Renovation. New projects include the Learning Laboratory, Research II, and the Arts Complex Phase II.

CURRENT STATUS OF FACILITY EFFORTS AND HIGHLIGHTS OF FACILITY PROGRAM OVER LAST FIVE YEARS

Over the last five years, the university has upgraded a variety of existing facilities, identified a need for new facilities, and constructed new facilities. This past year, UCF completed construction of the CREOL Expansion Phase II on the Main Campus, and at the Downtown Campus: Dr. Phillips Academic Commons, Communications and Media Building Renovation, Downtown Energy Plant, and the Downtown Parking Garage.

Funding of facility maintenance is critical to enable campus buildings to continue to function effectively and safely. Life Safety items have been identified and extensive programs for fire alarm systems, fire code corrections, American Disabilities Act (ADA) requirements, and asbestos abatement projects are being performed as funding becomes available.

SUMMARY OF THE SIZE, USE AND CONDITION OF THE AGENCY'S FACILITIES OPERATIONS

The university's facilities consist of more than 6.5+ million assignable square feet in more than 200 buildings located on 1,415 acres. Since 2012, the University has contracted with the ISES Corporation to benchmark and detail the condition of its E&G facilities. On a triennial basis, Facilities Condition Assessments are performed on each E&G building. Categories inspected include exterior structure and roof system, interior structure, ADA accessibility, energy/water conservation, health, fire/life safety, HVAC, electrical, plumbing, and elevators. This ongoing assessment helps the university prioritize and perform the most critical repairs in a cost-effective manner, therefore helping to avoid the accumulation of deferred maintenance on campus. These reports have become an invaluable tool when renovating existing buildings.

**IMPACT OF THE CURRENT AND PROPOSED FACILITIES OPERATIONS SIZE,
USE AND CONDITION ON THE AGENCY'S OPERATING BUDGET**

Plant operations and maintenance costs to maintain our facilities are critical to the success of the university. By renovating buildings and infrastructure, UCF will be able to extend the lifecycles of its existing buildings, and upgrading the utilities will result in greater energy efficiency, offsetting ever-increasing utility costs.

ALL PROPOSED DEBT OR P3 PROJECTS FOR FY 2021-22 THAT REQUIRE LEGISLATIVE APPROVAL

College of Nursing	\$108,834,736	Construction of a new 150,000 GSF facility to serve College of Nursing academic programs; includes Classrooms, Teaching Labs (Simulation, Essential Skills, Health Assessment, Virtual Reality, Objective Structured Clinical Examination), Research Labs, Study Space, and Office/Conference Space.
McNamara Cove	\$2,600,000	Located on ~ 1.5 acres of land immediately adjacent to the southeast corner of Spectrum Stadium, the outdoor resort-style pool facility will feature a 495 ft. x 9 ft. long river and two small activity pools. In addition, the site will include a 1,800 square ft. restroom and dressing facility (unconditioned), sand volleyball courts, and a large concrete-paver deck. Added pavilion building and additional landscaping.
Wayne Densch Sports Center Renovation	\$750,000	Renovation and finish upgrades to interior spaces of the building (opened in 2003) to include the reallocation of space to create more efficient staff work and dressing-room and student-athlete areas.
Wayne Densch Sports Center Entry Atrium	\$1,000,000	Expansion of building to create new formal entry to the WDSC.
Champions Way Pedestrian Path @ Kenneth G. Dixon Athletics Village	\$2,500,000	Pedestrian pathway extending ~2,200 ft. from the Wayne Densch Center for Student-Athlete Leadership (east) to Addition Arena (west). Project will be done in phases as funding allows.
UCF Basketball Excellence Center	\$15,000,000	Comprehensive renovation of south sector of the three-story "The Venue" (the original UCF Arena opened in 1991) to create functional and efficient space for the intercollegiate sports of men's and women's basketball, and women's Volleyball.
Stadium Video Boards	\$1,000,000	New video display boards at baseball and softball stadiums.
Tennis Training Facility (courts)	\$1,500,000	Eight hard-surface tennis courts and teams' clubhouse.

OTHER FACTORS AFFECTING THE AGENCY'S CAPITAL IMPROVEMENTS PROGRAM

N/A

Board of Trustees Meeting - New Business

STATE UNIVERSITY SYSTEM Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request Fiscal Years 2021-22 through 2025-26 CIP-2A, Summary of Projects

University of Central Florida

Contact Name: Gina Seabrook Phone Number: (407) 823-5894 Email: gina.seabrook@ucf.edu

PECO-ELIGIBLE PROJECT REQUESTS

Priority No	Project Title	2021-22	2022-23	2023-24	2024-25	2025-26	Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Educational Plant Survey Recommended Date/Rec No.
		Year 1	Year 2	Year 3	Year 4	Year 5						
1	LEARNING LABORATORY - ACTIVE LEARNING, TEACHING LAB AND MAKER SPACE FACILITY (P,C,E)	\$3,526,003	\$49,364,049	\$3,526,003			Total Campus	66000	100000	\$56,416,056	\$	564 12/5/2018 No. 14
2	RESEARCH II LABORATORY (P,C,E)		\$5,252,683	\$63,032,189	\$5,252,683		Total Campus	66000	100000	\$73,537,556	\$	735 6/2016 No. 16
3	CHEMISTRY RENOVATION (P,C)		\$1,000,000	\$9,000,000			Clge of Sciences	29336	49073	10,000,000	\$	204 6/2016 No. 10
4	COMMUNICATION AND MEDIA BUILDING RENOVATION - EXTERIOR - ROOF (P,C)		\$6,300,000				Clge of CAH			6,300,000	#DIV/0!	6/2016 No. 21
5	ARTS COMPLEX PHASE II (P,C)				\$3,164,520	\$67,170,960	CAS-CHPS	88310	122800	\$77,500,000	\$	631 6/2016 No. 7
6	HOWARD PHILLIPS HALL RENOVATION (P,C,E)				\$12,400,000		Total Campus	33577	64619	12,400,000	\$	192 6/2016 Rev. 5-24-2019 No. 26
TOTAL		\$3,526,003	\$61,916,732	\$75,558,192	\$20,817,203	\$67,170,960						

Board of Trustees Meeting - New Business

STATE UNIVERSITY SYSTEM Five-Year Capital Improvement Plan (CIP-2) and Legislative Budget Request Fiscal Years 2021-22 through 2025-26 CIP-2B, Summary of Projects

CITF PROJECT REQUESTS

Priority No	Project Title	Year 1	Year 2	Year 3	Year 4	Year 5
1	John C. Hitt Library Renovation Phase II	\$ 12,603,396				
2	Arts Complex Phase II	\$ 2,000,000				
	TOTAL	\$ 14,603,396	\$ -	\$ -	\$ -	\$ -

Academic or Other Programs to Benefit from Projects	Net Assignable Square Feet (NASF)	Gross Square Feet (GSF)	Project Cost	Project Cost Per GSF (Proj. Cost/ GSF)	Committee Approval Date
Total Campus	144,097	226,506 \$	40,978,312 \$	181	5/2012, rev. 5/13/2019
Total Campus	88,310	122,800 \$	77,500,000 \$	631	11/26/19

Board of Trustees Meeting - New Business

**State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26**

Project Detail

University: University of Central Florida Project Title: The Learning Laboratory – Active Learning, Teaching Laboratory, and Maker Space Facility

Project Address: TBD-Main Campus

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

In 2017, a university-wide Facilities Budget Committee (FBC) was convened to assess space and facility needs across campus to refine planning for research, teaching laboratory, and classroom space. Deans and Vice Presidents presented their 5-year visions for academic and research needs to the FBC. Among the highest collective priorities was a need for more and better teaching laboratories and large active learning classrooms. UCF determined that two new innovative, interdisciplinary facilities would meet campus-wide needs for teaching laboratories and research laboratories for multiple colleges.

The "Analysis of Space Needs by Category" in the 2015 Educational Plant Survey confirmed the critical deficit of teaching and research laboratories, classrooms, and office space.

The proposed Learning Laboratory - Active Learning, Teaching Laboratory, and Maker Space Facility will be a 100,000 gross square foot facility. Several colleges will have space in this new facility; when the building is programmed, including but not limited to:

College of Sciences (COS): The new facility will replace chemistry and anthropology teaching laboratories currently located in the 50+ year-old Chemistry building. If feasible it will also replace Physics teaching labs in the 50+ year-old Mathematical Sciences Building. Teaching laboratories will also be added to address growth in chemistry, physics, and anthropology.

College of Community Innovation and Education (CCIE): The new facility will provide a science teaching laboratory and several flexible (active) learning studios to serve elementary and secondary education. These flexible studios will be classified as general-purpose classrooms; and, when not scheduled by CCIE, will be open to the university to remediate UCF's classroom space deficit.

General use space will include:

General Purpose Classrooms: A large general-purpose lecture hall will support active learning pedagogies for up to 250 students. Technology will also be included to support remote/distance learning. To address community needs and collaborations, the classroom will be available for the professional learning components of CCIE.

Maker Space: A collaborative Maker Space, managed by CCIE, will be available for making, learning, exploring, and sharing to support primary and secondary education programs in Science, Technology, Engineering, Arts, and Mathematics (STEAM).

Support space: The facility will also include breakout and queueing space, class-prep rooms, and office-hours rooms for use by teaching assistants who are officed in touchdown workspaces. Teaching materials storage and staging space will be provided for the convenience of the faculty. Critical personnel will be provided office space based on UCF's collaborative workspace model.

This project will result in the release of outdated teaching laboratory space in Chemistry and Mathematical Sciences, for renovation into classroom and office space to remediate UCF's space deficits in these space classifications.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of energy consumption in new construction projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

SPACE CLASSIFICATIONS

The space classification is both teaching laboratory and classroom type. The project will achieve LEED Gold certification with the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ASHRAE 90.1-2010, and water consumption will be at least 30% less than that of a comparable building. Laboratories will have continuous variable air flow valves with air flow reset capabilities. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy. The project will utilize the district cooling loop for space cooling needs and will look at alternative measures to provide dehumidification with the classifications of lab spaces and related energy use, and all heating and reheating will be hydronic.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted October 6-7, 2015, and approved June, 2016. The Learning Laboratory – Active Learning, Teaching Laboratory, and Maker Space Facility received a spot survey supplemental approval on December 5, 2018.

State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: The Learning Laboratory – Active Learning, Teaching Laboratory, and Maker Space Facility

Project Address: TBD-Main Campus

1% RESERVE ESCROW [per F.S. 1001.706 (12) c]

Building / project value: \$ 56,416,055

Basis / source of valuation: _____

1st Year escrow deposit: \$ 564,161

Escrow funding source: _____

Comments: _____

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost
NEW CONSTRUCTION					
Classroom	9,816	<u>1.5</u>	14,724	<u>341</u>	5,023,829
Teaching Lab	48,850	<u>1.5</u>	73,275	<u>373</u>	27,309,593
Office	5,000	<u>1.5</u>	7,500	<u>346</u>	2,499,000
Study	3,000	<u>1.4</u>	4,200	<u>333</u>	1,452,990
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
Total:	66,666		99,699		36,285,411

* Apply Unit Cost to total GSF based on Space Type

REMODELING / RENOVATION

					Remodeling Projects Only	
					NASF BEFORE	NASF AFTER
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
Total:	-	-	-	-	-	-
Total New Const. & Remodel / Renovation:						
	66,666		99,699			36,285,411

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: The Learning Laboratory – Active Learning, Teaching Laboratory, and Maker Space Facility

Project Address: TBD-Main Campus

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)			36,285,411				36,285,411
Environmental Impacts/Mitigation							
Site Preparation			1,000,000				1,000,000
Landscape / Irrigation			816,055				816,055
Plaza / Walks			253,116				253,116
Roadway Improvements							
Parking : _____ spaces							
Telecommunication			1,200,000				1,200,000
Electrical Service			600,000				600,000
Water Distribution			300,000				300,000
Sanitary Sewer System			300,000				300,000
Chilled Water System			1,600,000				1,600,000
Storm Water System			900,000				900,000
Energy Efficient Equipment			600,000				600,000
Subtotal: Basic Const. Costs			43,854,582				43,854,582
Other Project Costs							
Land / existing facility acquisition							
Professional Fees		3,526,003					3,526,003
Fire Marshall Fees			122,385				122,385
Inspection Services			645,333				645,333
Insurance Consultant			23,387				23,387
Surveys & Tests			100,000				100,000
Permit / Impact / Environmental Fees			109,447				109,447
Artwork			100,000				100,000
Moveable Furnishings & Equipment			1,946,354	3,526,003			5,472,357
Project Contingency			2,462,561				2,462,561
Subtotal: Other Project Costs		3,526,003	5,509,467	3,526,003			12,561,473
Total Project Cost:			49,364,049				56,416,055

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
.				
.				
.				
.				
		-		
		-		
Total:		-	<u>56,416,055</u>	<u>56,416,055</u>

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida

Project Title: _____

Research II

Project Address: TBD-Main Campus

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

UCF has a critical need for research space that can contribute to driving Florida's innovation economy and assist our state in producing high paying jobs. Crosscutting research is a critical component in addressing many of the issues facing today's innovation-based economy. Interdisciplinary research, which crosses traditional academic disciplinary lines, has led the way in the discovery and creation of new and innovative technologies that fuel economic growth and prosperity in the U.S. UCF is building a strong base of faculty with extensive technological expertise in key areas of science and technology based on strong clusters in sectors vital to Florida. The ability to leverage the talents of faculty from various disciplines creates synergies, value, and opportunities well beyond the sum of the individual parts.

UCF aspires to be a preeminent state research university and has set strategic goals to be a top 50 research university by 2035. It is committed to a robust portfolio of research, scholarship, and creative activities across all disciplines, contributing to the creation of new knowledge. Specific metrics have been designed to meet preeminence, increasing research awards from \$133 million to at least \$250 million and achieving a level where at least 25% of graduate degrees awarded are research-focused. Strategies to meet these objectives include: reaching at least 200 post-doctoral research appointees; increasing undergraduate participation in research by 50%; winning ten proposals per year exceeding \$1M, five of which exceed \$3M; creating 16 start-up companies annually; executing 36 licenses and options for UCF intellectual property; and achieving 200 patents awarded over three years.

The enhanced capabilities of Research II – Science, Engineering, and Commercialization Facility (Research II) and its greater capacity will support advancement toward preeminence, based on increased research expenditures (impacting the institution's national ranking for research expenditures), patents awarded, doctoral degrees conferred, and post-doctoral appointments. In addition, an increase in STEM graduate degrees will strengthen UCF's metrics for performance-based funding.

UCF must accelerate the growth of its research enterprise in people, funded research expenditures, and facilities to expand the university's research scale and impact. The 2015 UCF Educational Plant Survey reported a laboratory space deficit of 629,057 NASF; however, the deficit had grown to 793,014 NASF in 2017, as updated on Form B using the Dynamic Capital Planning Model. Research II will reduce the deficit, and will be advantageous to the State of Florida and to UCF, as the institution strives to achieve status as a top-tier, preeminent state research university.

Based on the productivity measures that are used in determining national rankings (numbers of graduate students and graduate degrees, and research expenditures), the programs proposed for Research II will be enriched. Additionally, the enhanced visibility and reputations of the faculty and their research will positively affect the subjective ranking input from deans and industry leaders.

This facility will provide the infrastructure, environment, and culture necessary to build strong, creative, and innovative teams and programs in research, technology transfer, and commercialization. The facility will enable fundamental and applied research across traditional disciplines to create clusters, focusing on relevant technology in emerging areas. It will act as a bridge between technology development, technology transfer, and commercialization; and become an integral component of economic development activities in the region and state. The benefits of the research that will be conducted at UCF are not limited to economics; as cutting-edge research will also contribute to the enhanced quality of life in Florida.

Research II is envisioned as a multidisciplinary, highly collaborative building with space allocated for programs in multiple colleges and disciplines. The facility will expand opportunities for research growth in alignment with the current strategic goals of the university, similar to the recent consolidation of interdisciplinary faculty research clusters and the UCF Materials Characterization Facility in Research I. This facility will include space for research faculty from multiple STEM departments, and shared technical space for manufacturing and prototyping, including a central microfabrication facility (cleanroom) and a central mechanical manufacturing facility (machine shop).

In 2018, UCF began centralizing the operations and personnel of all research-support facilities on campus, combining machine shops, cleanrooms, cryogenic, nuclear magnetic resonance, and other facilities in the College of Sciences (COS), the College of Engineering and Computer Science (CECS), and the College of Optics and Photonics (CREOL). All such facilities will be managed by the Office of Research (OR). Research II will facilitate the collocation of all university cleanrooms, machine shops, and associated personnel. Collocation of state-of-the-art manufacturing and microfabrication facilities will result in the highly efficient operation, increasing the competitiveness of the diverse research faculty at the institution.

Research II will facilitate synergy among research teams from the most productive academic units at UCF, and will foster an increased emphasis on internal and external partnerships that, for more than twenty-five years, have been a cornerstone of UCF's success, impact, and rise toward pre-eminence. UCF's emphasis on partnerships has resulted in numerous research efforts in collaboration with, or at least supported by, industry. With additional research space and personnel, the funding from industry sponsors and the number of industry-sponsored projects will increase proportionally. Additionally, indirect benefits can be measured in terms of student internships and permanent employment opportunities for graduates with partner companies and others.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of energy consumption in new construction projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission.

Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met, and design parameters achieved.

Research/Laboratory

The space classification is predominately laboratory type, with office type minimized. The project will achieve LEED Gold certification with the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ASHRAE 90.1-2010, and water consumption will be at least 30% less than that of a comparable building. Laboratories will have continuous variable air flow valves with air flow reset capabilities. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy. The project will utilize the district cooling loop for space cooling needs and will look at alternative measures to provide dehumidification with the classifications of lab spaces and related energy use, and all heating and reheating will be hydronic.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted October 6-7, 2015 and approved June 2016.

**State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26**

Project Detail

University: University of Central Florida Project Title: Research II

Project Address: TBD-Main Campus

Surveys & Tests	100,000		100,000
Permit / Impact / Environmental Fees	116,872		116,872
Artwork	100,000		100,000
Moveable Furnishings & Equipment	1,807,002	5,252,683	7,059,685
Project Contingency	372,180		3,721,803
Subtotal: Other Project Costs	5,252,683	6,636,782	17,142,148
Total Project Cost:	63,032,189		73,537,555

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
.		-		
.		-		
.		-		
.		-		
.		-		
	Total:	-	73,537,555	73,537,555

State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida

Project Title: _____

Chemistry Renovation

Project Address: 4104 Libra Dr, Orlando, FL 32816

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The Chemistry Building, a lab-sciences building constructed in 1969, is still serviced by its original building systems and is in grave need of a major renovation. The building currently serves as home to the Chemistry Department within the College of Sciences. In order for Chemistry to continue functioning as a lab-science building, it must be brought up to code and the labs modernized to ensure their compliance. The building is structurally sound; however, extensive remediation of critical and non-critical building infrastructure issues is required. Replacement of building systems will prolong the intended use of the building and avoid unnecessary and costly building system failures.

The building requires the following renovations:

- Replacement of 24 laboratory exhaust fans on the south side of the building with one dual fan system; the existing fans are obsolete, have reached end-of-life, and are not current to code.
- Replacement of 16 laboratory exhaust fans on the north side of the building with one dual fan system; the existing fans are obsolete, have reached end-of-life, and are not current to code.
- Update and modernization of lab controls to provide a more energy-efficient approach to controlling the amount of exhaust, makeup air, chilled water, and reheat required in the building.
- Replacement of all air handler units (AHU) and variable air volume systems (VAV); none meet current UCF standards.
- Replacement of boilers, pumps, and domestic hot water heat exchangers with premium efficient condensing boilers; current boilers do not meet UCF standards.
- Update electrical, generator, elevator, ADA restroom, egress stair, and limited finishes

Using deferred maintenance funds, the university has already renovated the following:

- Added fire sprinklers.
- Replaced the main electrical distribution panel.
- Repaired the domestic and acid waste piping.
- Replaced the exterior doors.
- Renovated AHU coils, recoated drain pans and floors in AHU mechanical rooms.

The following three assessments have been completed related to the Chemistry Building:

- ISES Corporation conducted a Facilities Condition Assessment (FCA) to benchmark the condition of its E&G facilities. The issues identified encompass deficiencies such as indoor air quality, fire alarms, potable water and plumbing systems, electrical service, asbestos, HVAC, lighting, building automation, utility service entrance, information technology upgrades, ADA compliance, building envelope, interior finishes, and flooring. Per ISES, the most critical issue in this building is the support systems for the teaching labs, which are outdated and need to be repaired or replaced.
- TLC Engineering conducted a life safety and building systems analysis on the building in 2015. The study evaluated the construction parameters and usage of the building's laboratories in order to assess and categorize the existing laboratories, based on their current conditions. This evaluation corroborates the FCA findings that the labs do not fully meet current codes. Specifically, they lack proper exhaust fans, gas shut off valves, generator capacity, fire suppression systems, smoke control systems, room exits, fire dampers, and have significant HVAC issues. These issues need to be addressed to ensure that the teaching and research labs meet code requirements.
- The 2015 Educational Plant Survey conducted October 6-7, 2015 and approved June, 2016 indicated that the university has a critical deficit of research labs, teaching labs, classrooms, and office space.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of energy consumption in new construction projects. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and design parameters achieved.

Classroom/Office

The space classification is predominately class laboratory, with research labs and minimal office space. The project will achieve Gold LEED certification from the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ASHRAE 90.1-2010, and water consumption will be at least 30% less than that of a comparable building. The project will utilize the district cooling loop for space cooling needs and look at alternative measures to provide dehumidification with the classifications of classroom and offices and related energy use. All heating and reheating will be hydronic.

Research/Laboratory

There are a significant number of research and teaching laboratories in the building. Laboratories should have continuous variable air flow valves with air flow reset capabilities and fume hoods should have SAV's, to properly track exhaust and maintain the labs slightly negative. The fume hoods should also be exhausted through high plume exhaust fans. Domestic and laboratory hot water needs shall be provided primarily by solar thermal energy.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted October 6-7, 2015 and approved January 28, 2016. See recommendation No. 2.6, Chemistry Renovation. The recommendation was for the renovation of Chemistry as a lab-sciences building.

State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Chemistry Renovation

Project Address: 4104 Libra Dr, Orlando, FL 32816

1% RESERVE ESCROW [per F.S. 1001.706 (12) c]

Building / project value: \$ -

Basis / source of valuation: _____

1st Year escrow deposit: \$ -

Escrow funding source: _____

Comments:

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost		
NEW CONSTRUCTION							
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Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Chemistry Renovation

Project Address: 4104 Libra Dr, Orlando, FL 32816

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					
		Year 1	Year 2	Year 3	Year 4	Year 5	Total
Basic Construction Costs							
Building Cost (from above)				8,206,200			8,206,200
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System				233,278			233,278
Storm Water System				87,300			87,300
Energy Efficient Equipment							
Subtotal: Basic Const. Costs				8,526,778			8,526,778
Other Project Costs							
Land / existing facility acquisition							
Professional Fees			1,000,000				1,000,000
Fire Marshall Fees				21,825			21,825
Inspection Services				72,183			72,183
Insurance Consultant				43,214			43,214
Surveys & Tests				45,000			45,000
Permit / Impact / Environmental Fees				48,500			48,500
Artwork							
Moveable Furnishings & Equipment							
Project Contingency				242,500			242,500
Subtotal: Other Project Costs			1,000,000	473,222			1,473,222
Total Project Cost:							
				9,000,000			10,000,000

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
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Total:		-	10,000,000	10,000,000

State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Communication and Media Building - Exterior and Roof

Project Address: 500 W. Livingston Street Orlando, FL 32801

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The Communications and Media Building (CMB), formerly known as the Center for Emerging Media (CEM) and the Orlando Expo Center, is a 130,000 GSF building that was acquired by the University of Central Florida in 2017. Constructed in 1934 and expanded in 1982, this three-story masonry and steel structure primarily contains offices, meeting rooms, classrooms, media production, and exhibition and work areas for the Florida Interactive Entertainment Academy (FIEA). In 2019, the Princeton Review ranked FIEA as the fifth-best grad game design program in the world. The building also houses the Gallery 500, the EA Sports Innovation Lab, Studio 500, and various film and digital media facilities for the UCF School of Visual Art and Design. Beginning in Fall 2019, CMB also will serve as a critical academic facility supporting UCF's brand-new Downtown campus, which is expected to enroll approximately 7,700 students upon opening. As an anchor for UCF Downtown, CMB will allow UCF to relocate programs that can leverage the university's existing facilities and academic strengths downtown.

This request is specifically to renovate the exterior building envelope. The multi-level built-up roofs are in poor condition and should be replaced, including upgrades to the failing gutters and downspouts. Although in adequate condition, the aging domed plastic skylights are also recommended for replacement with the proposed roofing upgrades. The exterior masonry and stucco facades are in poor condition, especially on the rear elevation. To improve the exterior aesthetic and restore a watertight exterior envelope, the cracked and damaged masonry/stucco must be repaired, including selective cleaning, repointing, waterproofing, caulking, and then repainting all elevations. While the newer exterior metal doors are in reasonable condition, all older metal egress and service doors are recommended for replacement. The metal-framed, glass egress doors are also expected to reach the end of their typical lifecycle within the report scope. All overhead service doors are showing their age and should be upgraded. The metal-framed, fixed, single-pane windows and curtain walls have deteriorating reflective coatings and water penetration problems that are damaging interior finishes. This window glazing is recommended for replacement in conjunction with the proposed exterior facade improvements.

Any renovations to CEM, as part of the UCF Downtown campus, will help promote a dynamic learning environment for students in strategically-selected programs, in addition to meeting the needs of growing occupations within the region and across the state.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of natural resource consumption in new construction projects, and renovations where applicable. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and operational efficiency is achieved.

Classroom/Office

The space classification is predominately classroom or office type, with research or laboratory type minimized.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted October 6-7, 2015, approved June 2016, and revised May 24, 2019.

State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Communication and Media Building - Exterior and Roof

Project Address: 500 W. Livingston Street Orlando, FL 32801

1% RESERVE ESCROW [per F.S. 1001.706 (12) c]

Building / project value: \$ -

Basis / source of valuation: _____

1st Year escrow deposit: \$ -

Escrow funding source: _____

Comments: _____

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost		
NEW CONSTRUCTION							
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	-		-		-		
	-		-		-		
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Total:	-		-		-		
* Apply Unit Cost to total GSF based on Space Type							
						Remodeling Projects Only	
						NASF	NASF
						BEFORE	AFTER
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Total:	-		-		-	-	-
REMODELING / RENOVATION							
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Total:	-		-		-		
Total New Const. & Remodel / Renovation:							
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Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Arts Complex Phase II

Project Address: 12488 Centaurus Blvd, Orlando, FL 32816

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO UNIVERSITY OBJECTIVES

The Performing Arts Complex Phase II (PAC II) project is the second, and final, phase of the UCF Performing Arts Complex. UCF, the state university with the highest student enrollment in Florida, cannot meet the needs of the School of Performing Arts with its existing facilities. Currently, the Music and Theatre Departments reside in the Performing Arts Complex Phase I (PAC I), a classroom and studio structure that was constructed in 2010. Since PAC I was constructed without performance venues, PAC II will meet this critical need. Due to consistent growth of academic offerings and a substantial increase in student enrollment over the past 10 years, PAC I is operating above capacity. Performing Arts has contended with the lack of performance space in PAC I by utilizing inadequate on-campus spaces, such as lecture halls and Rehearsal Hall, a 167-seat dedicated music performance facility, and by borrowing larger and more up-to-date performance spaces from neighboring churches and schools.

In lieu of constructing multiple performance venue spaces in PAC II, the facility will be designed to provide a highly-flexible "Sound Stage," divisible and convertible into as many as four performance spaces to provide learning opportunities for traditional performances (proscenium theatre, concert hall, etc.), as well as for developing unique events for UCF's new Themed Experience program (experiential, immersive, interactive, and shareable activities). The Sound Stage will have mobile "seating wagons" and no fixed seating.

PAC II will provide teaching labs (sound stage, rehearsal studios, production shops, etc.), study space/gallery, storage, and supporting offices, and will establish a new cultural home for the School of Performing Arts. The learning spaces will be built to professional standards with the most advanced of technologies, enabling the teaching labs to be accessed, shared, and experienced on many different platforms, in addition to traditional live settings. By using technology to create an innovative laboratory experience for undergraduate and graduate students, UCF can attract and retain exceptional students, faculty, and staff, whose collective contributions will strengthen academic programs as well as promote partnerships within the community.

PAC II will enrich all UCF programs by emphasizing the critical importance of the arts in education and encouraging creativity and innovation across other academic disciplines. This convergence between the arts and other fields of academia is among the facility's most important contributions in support of UCF's vision to create opportunity through access, partnerships, interdisciplinary endeavors, and community engagement.

Students who graduate with degrees in the Performing Arts, at both the undergraduate and graduate levels, will possess the skill sets required to contribute to the local economy, by virtue of their marketability as employees in the field of entertainment. The College of Arts and Humanities has recently introduced a new Themed Experience track in the Theatre Masters of Fine Arts program. Located in the "Theme Park Capital of the World," UCF is uniquely positioned to meet a growing demand for a skilled workforce, forward-thinking research, and creative ideation in the Themed Experience industry.

The benefits of completing the Performing Arts Complex, with the construction of PAC II, will extend well beyond the UCF campus. The spaces will attract regional community activities to campus, a potential boon to the local economy.

- Because of Orlando's prominence as an international tourist destination, PAC II will help UCF students and faculty expand their reach, and promote greater international recognition for the university.
- PAC II will enhance collaborations with community-based industry partners, such as Disney World, Universal Studios, and Cirque du Soleil; and open the door to other creative partnerships.
- Community-based partner organizations, such as the Orlando Philharmonic, Orlando Shakespeare Theater, and Orlando Repertory Theatre will be able to use PAC II technologies and venues, as they support UCF's graduate programs.
- PAC II would assist UCF in meeting state performance goals (skilled graduates earning competitive wages) and align with the UCF Collective Impact Strategic Plan goal of transforming lives and livelihoods through UCF's impact on students and the communities it serves.

Space needs and project costs for PAC II were determined as follows: First, a preliminary needs-evaluation and design concept was prepared by a prominent local architecture firm and a theatrical consulting firm. UCF then developed a "summary of required spaces" that aligned with space categories used by the SUS. Finally, a local contracting firm prepared a detailed cost estimate, including "extraordinary costs that are not directly related to the facility" (utility extension from the UCF District Energy Plant and IT upgrades).

The space classifications proposed for PAC II are: Teaching Labs (49,335N ASF / 74,003 GSF @ 1.5 Net-to-Gross), Office (2,485 ASF / 3,728 GSF @ 1.5 Net-to-Gross), Study (6,400 ASF / 8,960 GSF @ 1.4 Net-to-Gross) and General Use (30,090 ASF / 36,108 GSF @ 1.2 Net-to-Gross).

The use of the performance space as Auditoria will be far less frequent than its use as learning space; therefore, performance, rehearsal, and production spaces will be classified as Instructional space (Teaching Labs) where students will learn all facets of the design, production, and staging of performances such as plays, musicals, concerts, and themed events. A large portion of lobby and gallery space will be used as Study space.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to the efficient use of natural resources. As energy costs and demands continue to grow, achieving energy efficiency has become increasingly important to the university's mission. Appropriate policies and procedures that govern the use of environmental resources and facilities have enabled UCF to achieve the improvements necessary to ensure a productive environment for all and establish itself as a national leader in energy research, education, and stewardship.

The project will achieve LEED Gold certification with the U.S. Green Building Council. Energy consumption will be at least 30% less than a comparable building. Water consumption will be at least 50% less than a comparable building. The project will utilize the district cooling loop for space cooling needs.

EDUCATIONAL PLANT SURVEY

The most recent UCF Educational Plant Survey recommends Arts Complex Phase II – Performance as Project # 7 on Table 8 Analysis of Space Need by Category (Form B). The Educational Plant Survey was conducted October 6-7, 2015 and approved June 2016.

**State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26**

Project Detail

University: University of Central Florida Project Title: Arts Complex Phase II

Project Address: 12488 Centaurus Blvd, Orlando, FL 32816

1% RESERVE ESCROW [per F.S. 1001.706 (12) c]

Building / project value: \$ 77,500,000

Basis / source of valuation: _____

1st Year escrow deposit: \$ 775,000

Escrow funding source: _____

Comments: _____

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost		
NEW CONSTRUCTION							
Teaching Lab	49,335	<u>1.5</u>	74,003	<u>435</u>	32,191,088		
Study	6,400	<u>1.4</u>	8,960	<u>333</u>	2,985,472		
Office	2,485	<u>1.5</u>	3,728	<u>346</u>	1,289,529		
Audio/Exhib.	28,060	<u>1.2</u>	33,672	<u>410</u>	13,805,520		
Other	2,030	<u>1.2</u>	2,436	315	767,340		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
	-		-		-		
Total:	88,310		122,798		51,038,948		
* Apply Unit Cost to total GSF based on Space Type							
						Remodeling Projects <u>Only</u>	
						NASF	NASF
						BEFORE	AFTER
REMODELING / RENOVATION							
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	-		-		-	-	-
	-		-		-	-	-
Total:	-		-		-	-	-
Total New Const. & Remodel / Renovation:	88,310		122,798		51,038,948		

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Arts Complex Phase II

Project Address: 12488 Centaurus Blvd, Orlando, FL 32816

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)						51,038,948	51,038,948
Environmental Impacts/Mitigation							
Site Preparation						1,500,000	1,500,000
Landscape / Irrigation						800,000	800,000
Plaza / Walks						587,550	587,550
Roadway Improvements							
Parking : _____ spaces							
Telecommunication						1,500,000	1,500,000
Electrical Service						600,000	600,000
Water Distribution						350,000	350,000
Sanitary Sewer System						350,000	350,000
Chilled Water System						2,500,000	2,500,000
Storm Water System						800,000	800,000
Energy Efficient Equipment						700,000	700,000
Subtotal: Basic Const. Costs						60,726,498	60,726,498
Other Project Costs							
Land / existing facility acquisition							
Professional Fees					5,164,520		5,164,520
Fire Marshall Fees						165,133	165,133
Inspection Services						974,435	974,435
Insurance Consultant						35,602	35,602
Surveys & Tests						100,000	100,000
Permit / Impact / Environmental Fees						119,292	119,292
Artwork						100,000	100,000
Moveable Furnishings & Equipment						1,200,000	1,200,000
Project Contingency						3,750,000	3,750,000
Subtotal: Other Project Costs						6,444,462	11,608,982
Total Project Cost:					5,164,520	67,170,960	72,335,480 #####

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	FY 26-27	Remaining Funding Need	
	Fiscal Year	Amount				
.			-			
.			-			
.			-			
.			-			
Total:			<u>72,335,480</u>	5164520	<u>77,500,000</u>	(Including Year 6 request)

Board of Trustees Meeting - New Business

**State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26**

Project Detail

University: University of Central Florida Project Title: Howard Phillips Hall Renovation

Project Address: 4297 Andromeda Loop N. Orlando, FL 32816

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

Howard Phillips Hall (HPH), a four-story concrete and masonry structure, was built in 1969 as one of the university's original buildings. It was partially remodeled in 1990 and 2000, but requires upgrades to its building systems as well as comprehensive reconfiguration of its interior spaces. Occupants of the building, in 2020, include:

- College of Sciences - Political Science, Sociology, Anthropology, and Global Perspectives
- SDES - University Testing Center, First Year Experience, Trio Programs
- Numerous offices have been provided for Academic Affairs, the Office of Research, and the departments of History, English, Modern Languages, Philosophy, Performing Arts, and Health Management Informatics

The university contracted with the ISES Corporation to conduct a Facilities Condition Assessment (FCA) to benchmark the condition of its E&G facilities. Howard Phillips Hall was inspected April 19, 2018. ISES reported the building's Facility Condition Needs Index (FCNI) at 0.34 (fair condition normal renovations required). This renovation project includes the replacement of above-ceiling HVAC air distribution systems, ceiling and lighting replacements, reconfiguration of select areas of the building to improve the space efficiency of the floor plan, the replacement of finishes such as carpet/tile/paint, and the replacement of vertical transportation. Code upgrades include the creation of accessible and all-gender restrooms, installation of ADA-compliant stairwell and exterior handrails, dual-level drinking fountains, lever handle door hardware, and signage. In addition to the ISIS report, UCF IT recommends significant infrastructure improvements including right-sized IT closets and equipment upgrades.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of natural resource consumption in new construction projects, and renovations where applicable. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and operational efficiency is achieved.

Classroom/Office

The space classification is predominately classroom or office type, with research or laboratory type minimized. The project will achieve Gold LEED certification from the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ASHRAE 90.1-2010, and water consumption will be at least 30% less than that of a comparable building. The project will utilize the district cooling loop for space cooling needs and look at alternative measures to provide dehumidification with the classifications of classroom and offices and related energy use. All heating and reheating will be hydronic.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted October 6-7, 2015, approved June 2016, and revised May 24, 2019.

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Howard Phillips Hall Renovation

Project Address: 4297 Andromeda Loop N. Orlando, FL 32816

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)					8,883,112		8,883,112
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System							
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs					8,883,112		8,883,112
Other Project Costs							
Land / existing facility acquisition							
Professional Fees					943,069		943,069
Fire Marshall Fees					26,127		26,127
Inspection Services					144,527		144,527
Insurance Consultant							
Surveys & Tests					5,330		5,330
Permit / Impact / Environmental Fees					52,499		52,499
Artwork							
Moveable Furnishings & Equipment					729,120		729,120
Project Contingency					1,616,216		1,616,216
Subtotal: Other Project Costs					3,516,888		3,516,888
Total Project Cost:					12,400,000		12,400,000

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
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.				
.				
		-		
		-		
Total:		-	<u>12,400,000</u>	<u>12,400,000</u>

State University System
5-Year Capital Improvement Plan (CIP)
FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida

Project Title: John C. Hitt Library Renovation Phase II

Project Address: 12701 Pegasus Drive Orlando, FL 32816

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO AGENCY OBJECTIVES

The John C. Hitt Library, built in 1967 when enrollment was 1,948 students, and expanded in 1984, is woefully inadequate to meet the needs of current and future student populations. The existing Library, with a collection of over 1.3 million print volumes, is open 105 hours per week, and has a patron count of almost 1.25 million visits per year. During a typical midterm week, 41,000 people visit the library. The existing Library had 1,903 public seats pre-Phase IA construction, which represents about 4.9% of the main campus FTE, significantly less than the minimum requirements recommended by the Association of College and Research Libraries.

The university contracted with the ISES Corporation to conduct a Facilities Condition Assessment (FCA) to benchmark the condition of its E&G facilities. The Library renovation will address both critical and non-critical issues identified in the FCA. These issues encompass deficiencies such as indoor air quality, fire alarm modernization, potable water and plumbing distribution systems, electrical service, asbestos, HVAC modernization, lighting upgrades, building automation, ADA compliance, building envelope repairs, interior finishes, flooring, egress, exterior lighting, and utility service entrance upgrades. Information technology upgrades are also required in order to meet current and future requirements.

When completed, the renovated and expanded facility will include flexible interior spaces featuring greatly increased seating, more collaboration spaces, expanded library instruction rooms; triple the number of group study rooms; a 24/5 study area; a digital initiatives center; additional Special Collections and University Archives space; graduate study space; dedicated space for campus academic partners such as SARC and the Writing Center; quiet study areas; and more than twice the number of technology workstations. The building will integrate advances in technology seamlessly with library services and collections. The renovation will also upgrade existing HVAC, electrical, and water systems – most of which are original to the building.

The next phases of the Library project consist of the build-out of the remaining ARC aisles and the full renovation of the third floor of the Library - which requires the addition of a mechanical room to the first floor, and system replacements such as boilers and chilled water pumps. Future phases will renovate additional floors of the Library. When fully completed, this project will provide approximately 3,500 public seats, about 9.1% of main campus FTE.

SUSTAINABILITY AND LEED

The University of Central Florida is committed to sustainability and continued reduction of natural resource consumption in new construction projects, and renovations where applicable. As energy costs and demands continue to escalate, achieving higher levels of efficiency has become increasingly important to the university's mission. Since 2007, UCF has mandated LEED certification, with most projects achieving Gold. UCF requires specific individual LEED credits that contribute to UCF's core principles including energy efficiency, water conservation, and indoor air quality for all projects. The Facilities Planning & Construction and Utilities & Energy Services departments provide oversight for all new construction and major renovation projects, and expedite the commissioning process with the latest industry standards to ensure that the university's sustainability goals are met and operational efficiency is achieved.

Classroom/Office

The space classification is predominately open seating, group study rooms, stacks, or office type, with laboratory or research type minimized. The project will achieve Gold LEED certification from the U.S. Green Building Council (USGBC). Energy consumption will be at least 30% less than the energy standards cited in ASHRAE 90.1-2010, and water consumption will be at least 30% less than that of a comparable building. The project will utilize the district cooling loop for space cooling needs and look at alternative measures to provide dehumidification with the classifications of classroom and offices and related energy use. All heating and reheating will be hydronic.

EDUCATIONAL PLANT SURVEY

The Educational Plant Survey was conducted October 6-7, 2015 and approved June 2016.

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: John C. Hitt Library Renovation Phase II

Project Address: 12701 Pegasus Drive Orlando, FL 32816

1% RESERVE ESCROW [per F.S. 1001.706 (12) c]

Building / project value: \$ -

Basis / source of valuation:

1st Year escrow deposit: \$ -

Escrow funding source:

Comments:

BUILDING SPACE DESCRIPTION

	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost			
Space Type (per FICM)								
NEW CONSTRUCTION								
	-		-		-			
	-		-		-			
	-		-		-			
	-		-		-			
	-		-		-			
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	-		-		-			
Total:	-		-		-			
* Apply Unit Cost to total GSF based on Space Type						Remodeling Projects Only		
						NASF	NASF	
						BEFORE	AFTER	
REMODELING / RENOVATION								
Classroom	5,525	1.5	8,288		-	-	-	-
Study	113,536	1.4	158,950		-	-	-	-
Instruct. Media	10,000	1.5	15,000		-	-	-	-
Office	29,512	1.5	44,268		-	-	-	-
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	-		-		-	-	-	-
	-		-		-	-	-	-
Total:	158,573		226,506		-	-	-	-
Total New Const. & Remodel / Renovation:								
	158,573		226,506		-			

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: John C. Hitt Library Renovation Phase II

Project Address: 12701 Pegasus Drive Orlando, FL 32816

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)	23,243,899	6,639,282					29,883,181
Environmental Impacts/Mitigation							
Site Preparation	673,900						673,900
Landscape / Irrigation		1,600,000					1,600,000
Plaza / Walks							
Roadway Improvements							
Parking : _____ spaces							
Telecommunication	936,370						936,370
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System	168,475						168,475
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs	25,022,644	8,239,282					33,261,926
Other Project Costs							
Land / existing facility acquisition							
Professional Fees	3,206,120	-					3,206,120
Fire Marshall Fees		84,237					84,237
Inspection Services		295,790					295,790
Insurance Consultant		18,018					18,018
Surveys & Tests	146,152	146,152					292,304
Permit / Impact / Environmental Fees		101,101					101,101
Artwork							
Moveable Furnishings & Equipment		2,121,208					2,121,208
Project Contingency		1,597,608					1,597,608
Subtotal: Other Project Costs	3,352,272	4,364,114					7,716,386
Total Project Cost:	28,374,916	12,603,396					40,978,312

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
CITF	2017-18	1,710,066		
CITF	2018-19	7,701,673		
CITF	2019-20	9,337,817		
CITF	2020-21	9,625,360		
		-		
		-		
	Total:	28,374,916	40,978,312	12,603,396

Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Arts Complex Phase II

Project Address: 12488 Centaurus Blvd, Orlando, FL 32816

PROJECT NARRATIVE

PURPOSE, NEED, SCOPE, RELATIONSHIP OF PROJECT TO UNIVERSITY OBJECTIVES

The Performing Arts Complex Phase II (PAC II) project is the second, and final, phase of the UCF Performing Arts Complex. UCF, the state university with the highest student enrollment in Florida, cannot meet the needs of the School of Performing Arts with its existing facilities. Currently, the Music and Theatre Departments reside in the Performing Arts Complex Phase I (PAC I), a classroom and studio structure that was constructed in 2010. Since PAC I was constructed without performance venues, PAC II will meet this critical need. Due to consistent growth of academic offerings and a substantial increase in student enrollment over the past 10 years, PAC I is operating above capacity. Performing Arts has contended with the lack of performance space in PAC I by utilizing inadequate on-campus spaces, such as lecture halls and Rehearsal Hall, a 167-seat dedicated music performance facility, and by borrowing larger and more up-to-date performance spaces from neighboring churches and schools.

This request is for funding to design and plan Phase II of the facility to include a highly-flexible "Sound Stage," divisible and convertible into as many as four performance spaces to provide learning opportunities for traditional performances (proscenium theatre, concert hall, etc.); teaching labs with advanced technologies (sound stage, rehearsal studios, production shops, etc.); study space/gallery; storage; and supporting offices. Phase II will enrich the programs offered to students and establish a new cultural home for the School of Performing Arts.

EDUCATIONAL PLANT SURVEY

The most recent UCF Educational Plant Survey recommends Arts Complex Phase II – Performance as Project # 7 on Table 8 Analysis of Space Need by Category (Form B). It was conducted in October 6-7, 2015 and approved in June 2016

1% RESERVE ESCROW [per F.S. 1001.706 (12) c]

Building / project value: \$ -

Basis / source of valuation: _____

1st Year escrow deposit: \$ -

Escrow funding source: _____

Comments: _____

BUILDING SPACE DESCRIPTION

Space Type (per FICM)	Net Assignable Sq. Ft. (NASF)	Net-to-Gross Conversion Factor	Gross Sq. Ft. (GSF)	Unit Cost * (per GSF)	Building Cost		
NEW CONSTRUCTION							
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Board of Trustees Meeting - New Business

State University System 5-Year Capital Improvement Plan (CIP) FY 2021-22 through 2025-26

Project Detail

University: University of Central Florida Project Title: Arts Complex Phase II

Project Address: 12488 Centaurus Blvd, Orlando, FL 32816

PROJECT COMPONENT COSTS & PROJECTIONS

	Costs Funded to Date	Projected Costs					Total
		Year 1	Year 2	Year 3	Year 4	Year 5	
Basic Construction Costs							
Building Cost (from above)							
Environmental Impacts/Mitigation							
Site Preparation							
Landscape / Irrigation							
Plaza / Walks							
Roadway Improvements							
Parking : spaces							
Telecommunication							
Electrical Service							
Water Distribution							
Sanitary Sewer System							
Chilled Water System							
Storm Water System							
Energy Efficient Equipment							
Subtotal: Basic Const. Costs							
Other Project Costs							
Land / existing facility acquisition							
Professional Fees		2,000,000					2,000,000
Fire Marshall Fees							
Inspection Services							
Insurance Consultant							
Surveys & Tests							
Permit / Impact / Environmental Fees							
Artwork							
Moveable Furnishings & Equipment							
Project Contingency							
Subtotal: Other Project Costs		2,000,000					2,000,000
Total Project Cost:							

PROJECT FUNDING

Source	Funding to Date		Total Project Cost (from above)	Remaining Funding Need
	Fiscal Year	Amount		
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		-		
		-		
Total:		-		-

ITEM: ADV-1**UCF Board of Trustees**

June 18, 2020

Title: Proposed Change to UCF Collegiate License Plate Revenue Allocations**Background:**

The University of Central Florida receives revenues from UCF collegiate license plate sales from the State of Florida. Since the redesign and active marketing of the UCF license plate, these revenues have increased annually.

Florida law [s. 320.08058(3)(b)] requires each state university to submit a plan for the expenditure of funds generated from the sale of collegiate license plates to the Board of Governors (BOG) for approval. These funds may only be used for academic enhancement, including scholarships and private fundraising activities. Further, BOG Regulation 9.014 requires the universities to submit for BOG review and approval any deviation of more than 10 percent from a previously approved expenditure plan.

UCF is proposing the following change to its current revenue allocations for Board approval.

CURRENT: The current approved plan for UCF allocates revenue as follows:

All revenue	20 percent to Scholarships 30 percent to Fundraising 50 percent to Academic Enhancement
-------------	--

PROPOSED: The new plan would allocate UCF license plate revenue as follows:

All revenue	70 percent to Scholarships - <i>revenues will be directed to meet the First Generation Scholarship 2 to 1 match opportunity</i> 30 percent to Academic Enhancement
-------------	---

The proposed change increases the total amount of revenues directed to scholarships. These funds will be directed to UCF First Generation scholarships to maximize the State of Florida's 2 to 1 match contribution. This proposed plan would need to be submitted to the Florida Board of Governors for final approval.

Issues to be Considered:

Does the proposed reallocation of UCF License Plate revenues benefit the University and its students?

Alternatives to Decision:

The current expenditure plan would remain unchanged; alternative expenditure percentages could be considered.

Fiscal Impact and Source of Funding:

This change increases UCF's access to available state matching funds for the First Generation Matching Grant Program.

Recommended Action:

Approve the updated expenditure plan as presented.

Authority for Board of Trustees Action:

Section 320.08058(3)(b), Florida Statutes
Board of Governors Regulation 9.014

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Gaekwad approved adding this item to the agenda

Submitted by:

Patrick Burt, Associate Vice President for Communications and Marketing

Supporting Documentation:

Attachment A: Memorandum to President Cartwright
Attachment B: Expenditure Detail
Attachment C: Enhancement Board of Governors Regulation 9.014

Facilitators/Presenters:

Patrick Burt, Associate Vice President for Communications and Marketing



UNIVERSITY OF CENTRAL FLORIDA

Advancement | UCF Foundation, Inc12424 Research Parkway, Suite 250
Orlando, FL 32826-3208**MEMO****To:** Alexander Cartwright**From:** Michael Morsberger**Date:** 06/10/2020**Re:** Proposed change to UCF state license plate revenue allocations

Dr. Cartwright,

The University of Central Florida receives revenues from UCF specialty license plate sales from the State of Florida. Since the redesign and active marketing of the UCF license plate, these revenues have increased annually.

Florida law [s. 320.08058(3)(b)] requires each state university to submit a plan for the expenditure of funds generated from the sale of collegiate license plates to the Board of Governors (BOG) for approval. These funds may only be used for academic enhancement, including scholarships and private fundraising activities. Further, BOG Regulation 9.014 requires the universities to submit for BOG review and approval any deviation of more than 10 percent from a previously approved expenditure plan.

Accordingly, I propose the following change to UCF's current revenue allocations for review and approval by UCF's Board of Trustees, and if approved, for submission to the Board of Governors:

CURRENT: The current approved plan for UCF allocates revenue as follows:

All revenue	20 percent to Scholarships 30 percent to Fundraising 50 percent to Academic Enhancement
-------------	--

PROPOSED: The new plan would allocate UCF license plate revenue as follows:

All revenue	70 percent to Scholarships - <i>revenues will be directed to meet the First Generation Scholarship 2 to 1 match opportunity</i> 30 percent to Academic Enhancement
-------------	---

The proposed change increases the total amount of revenues directed to scholarships. These funds will be directed to UCF First Generation scholarships to maximize the State of Florida's 2 to 1 match contribution. This proposed plan will need to be submitted to the UCF Board of Trustees, and then to the Florida Board of Governors for final approval.

If you agree with the proposed changes to UCF's plan, please sign and date below and return a copy of this memo to me and I will work with board staff to submit for Board of Trustees approval. Thank you for considering this request.

Michael J. Morsberger

Vice President for Advancement and CEO, UCF Foundation, Inc.

Alexander N. Cartwright
PresidentAlexander
CartwrightDigitally signed by
Alexander Cartwright
Date: 2020.06.11
11:11:07 -04'00'Date **June 11, 2020**

Advancement | UCF Foundation, Inc.

Attachment B

FY17 License Plate Fund-Academic Affairs Overview		
<u>Revenue</u>		
Quarter 1	\$	41,961.95
Quarter 2	\$	63,510.98
Quarter 3	\$	52,859.92
Quarter 4	\$	54,919.14
Total Revenue	\$	213,251.99
<u>Transfers (Out):</u>		
Burnett Honors College	\$	100,000.00
Student Development & Enrollment Services	\$	20,700.00
Total Transfers (Out)	\$	120,700.00
<u>Direct Expenditures</u>		
Founder's Day Faculty Awards	\$	53,740.43
Founder's Day Student Scholarships	\$	7,500.00
Undergraduate Student Research Support	\$	6,736.46
Total Expenditures	\$	67,976.89
Remaining Balance	\$	24,575.10

**

**Unspent dollars are transferred to the UCF Foundation

FY18 License Plate Fund-Academic Affairs Overview	
<u>Revenue</u>	
Quarter 1	\$ 71,850.21
Quarter 2	\$ 79,410.64
Quarter 3	\$ 61,613.61
Quarter 4	\$ 66,503.07
Total Revenue	\$ 279,377.53
<u>Transfers (Out):</u>	
Burnett Honors College	\$ 100,000.00
Student Development & Enrollment Services	\$ 20,700.00
Total Transfers (Out)	\$ 120,700.00
<u>Direct Expenditures</u>	
Founder's Day Faculty Awards	\$ 60,480.00
Founder's Day Student Scholarships	\$ 7,500.00
Undergraduate Student Research Support	\$ 7,755.93
Total Expenditures	\$ 75,735.93
Remaining Balance	\$ 82,941.60 **

****Unspent dollars are transferred to the UCF Foundation**

FY19 License Plate Fund-Academic Affairs Overview	
<u>Revenue</u>	
Quarter 1	\$ 61,094.71
Quarter 2	\$ 99,901.68
Quarter 3	\$ 70,150.02
Quarter 4	\$ 81,901.63
Total Revenue	\$ 313,048.04
<u>Transfers (Out):</u>	
Burnett Honors College	\$ 100,000.00
Student Development & Enrollment Services	\$ 20,700.00
Total Transfers (Out)	\$ 120,700.00
<u>Direct Expenditures</u>	
Founder's Day Faculty Awards	\$ 56,160.00
Founder's Day Student Scholarships	\$ 7,500.00
Music Licenses	\$ 60,635.35
Undergraduate Student Research Support	\$ 13,100.49
Total Expenditures	\$ 137,395.84
Remaining Balance	\$ 54,952.20 **

****Unspent dollars are transferred to the UCF Foundation**

FY20 Year-To-Date License Plate Fund-Academic Affairs Overview		
<u>Revenue</u>		
Quarter 1	\$	78,131.46
Quarter 2	\$	120,007.57
Quarter 3	\$	90,241.86
Total Revenue	\$	288,380.89
<u>Transfers (Out):</u>		
Burnett Honors College	\$	99,000.00
Student Development & Enrollment Services	\$	15,525.00
Total Transfers (Out)	\$	114,525.00
<u>Direct Expenditures</u>		
Music Licenses	\$	70,618.28
Undergraduate Student Research Support	\$	5,391.56
Total Expenditures	\$	76,009.84
Remaining Balance	\$	97,846.05

**

****Unspent dollars are transferred to the UCF Foundation**

Board of Trustees Meeting - New Business

Burnett Honors College Initiatives	FY17	FY18	FY19	FY20 YTD	Grand Total
Honors Fall Symposium Course (required of all incoming honors freshman and second year entrants)	\$ 6,567.01	\$ 6,318.87	\$ 27,036.21	\$ 36,464.95	\$ 76,387.04
Honors Fall/Spring Graduation Banquets	\$ 5,147.43	\$ 3,303.43	\$ 13,783.32	\$ 3,368.07	\$ 25,602.25
Honors Student attendance at UCF events	\$ 950.00	\$ 300.00			\$ 1,250.00
Honors Student Enrichment Programming & Events	\$ 5,321.56	\$ 1,846.20	\$ 1,005.47	\$ 2,948.20	\$ 11,121.43
Honors Student Scholarships	\$ 80,154.00	\$ 88,231.50	\$ 58,175.00	\$ 42,750.00	\$ 269,310.50
Prestigious Awards Student Travel Scholarships				\$ 1,910.28	\$ 1,910.28
Grand Total	\$ 98,140.00	\$ 100,000.00	\$ 100,000.00	\$ 87,441.50	\$ 385,581.50

Student Development & Enrollment Services Initiatives	FY17	FY18	FY19	FY20 YTD	Grand Total
UCF Scholars Day Support	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 40,000.00
Various Student Centered Event (See SDES event detail tab)	\$ 8,148.63	\$ 4,730.66	\$ 9,846.68	\$ 942.67	\$ 23,668.64
Grand Total	\$ 18,148.63	\$ 14,730.66	\$ 19,846.68	\$ 10,942.67	\$ 63,668.64

Attachment C**9.014 Collegiate License Plates Revenues**

(1) Pursuant to section 320.08058(3)(b), Florida Statutes, each university board of trustees must submit an expenditure plan to the Board of Governors for approval of all funds generated from the sale of collegiate license plates. The revenues generated may be used only for academic enhancement, including scholarships and private fund raising activities.

(2) The expenditure plan shall indicate the percentage of revenues allocated for academic enhancement, including scholarships and private fund raising activities. The expenditure plans previously approved are as follows:

	Scholarships	Fundraising	Academic Enhancement
FAMU	25%	75%	
FAU	75%	25%	
FGCU	100%		
FIU	50%	50%	
FSU	90%	10%	
NCF	50%	10%	40%
UCF	20%	30%	50%
UF	40%	60%	
USF	20%	66%	14%
UNF	70%	30%	
UWF	60%	40%	

(3) The Board of Governors Office must be notified of any deviations from the approved expenditure plan in subparagraph (2) and any deviations of more than 10 percent from the approved expenditure plan must be submitted to the Board of Governors for review and approval.

Authority: Section 7(d), Art. IX, Fla. Const.; Section 320.08058(3)(b), Florida Statute, New 11-25-13, Amended 03-30-17.

UCF BOARD OF TRUSTEES**June 18, 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****Douglas Goodman, Professor****College of Community Innovation and Education, School of Public Administration**

Dr. Douglas Goodman received his Ph.D. in political science from the University of Utah. He comes to UCF from the University of Texas at Dallas, where he was a tenured professor of public and nonprofit management. At UCF, he will serve as Director in the School of Public Administration. While at the University of Texas, Dr. Goodman served as Program Head of the Public and Nonprofit Management program, and as Master of Public Affairs (MPA) Director in the School of Economic, Political, and Policy Sciences. He is a well-recognized scholar in the field of Public Management, with numerous peer-reviewed publications, books, and book chapters, and has presented at many regional, national, and international conferences and invited lectures. Dr. Goodman has extensive teaching experience at the undergraduate and graduate levels having taught courses in administration of public human resource management, scope of public administration, and negotiation for effective management. He has served on many dissertation committees as chair, co-chair, and committee member. He was the inaugural John C. Stennis Fellow and a recipient of the Outstanding Graduate Professor Award. Dr. Goodman serves on editorial boards for *Review of Public Personnel Administration*, *Journal of Public Affairs Education*, and *Public Personnel Management*, and has served as reviewer for several national and international peer-reviewed journals, among many other service activities in the profession, college, and university. The School of Public Administration and College of Community Innovation and Education support the recommendation for tenure with hire.

Sherry Rankins-Robertson, Professor**College of Arts and Humanities, Department of Writing and Rhetoric**

Dr. Sherry Rankins-Robertson received her Ph.D. in English from Arizona State University with a concentration in rhetoric, composition, and linguistics. She comes to UCF from the University of Arkansas at Little Rock, where she was a tenured associate professor of rhetoric and writing. At UCF, she will serve as chair of the Department of Writing and Rhetoric. While at the University of Arkansas, Dr. Rankins-Robertson held the position of associate vice chancellor of Academic Affairs in Student Success, Retention, and Online Education, and served as director of Composition, and Literacy Coordinator. Dr. Rankins-Robertson has published numerous peer-reviewed journal articles, book chapters, and books. She has presented at many regional and national conferences and invited presentations. Dr. Rankins-Robertson has extensive teaching experience at the undergraduate and graduate levels, having taught courses in technical writing, the personal essay, memoir, and composition theory. She has served on many dissertation and thesis committees as chair and committee member. Dr. Rankins-Robertson is the recipient of the Faculty Achievement Award for Excellence in Curricular Innovation and is an executive committee member of the Conference on College Composition and Communication, among many other service activities in the profession, college, and university. The Department of Writing and Rhetoric and College of Arts and Humanities support the recommendation for tenure with hire.

ITEM: EP-4

UCF BOARD OF TRUSTEES E
June 18, 2020

Title: Second Amended and Restated Educational Programs Committee Charter

Background:

The Educational Programs Committee Charter was last approved by the Board of Trustees on May 22, 2008.

Issues to be Considered:

The committee should consider the intent and impact of the proposed changes to the charter. The proposed changes are primarily updates that address the Committee's oversight and purpose.

Alternatives to Decision:

The Committee could elect to maintain the current language or consider additional revisions to those proposed.

Fiscal Impact and Source of Funding:

There is no fiscal impact to the recommended updates and changes.

Recommended Action:

Approval of proposed changes.

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 Kenneth Bradley has approved adding this item to the agenda.

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

Supporting Documentation: Attachment A: Educational Programs Committee (Redline)
Attachment B: Educational Programs Committee (Clean)

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

Attachment A

**Second Amended and Restated
Educational Programs Committee Charter**

1. Mission

~~The Educational Programs Committee will provide strategic input and oversight on policies and issues related to the University of Central Florida's academic mission.~~

2.1. Overall Purpose and Objectives

The Educational Programs Committee ("**Committee**") is appointed by the University of Central Florida Board of Trustees ("**Board**") with the responsibility to provide strategic input to the provost and president to ensure that curricular and co-curricular educational programs, student life, support services, faculty ~~tenure~~ personnel appointments and promotion systems, ~~academic policies and procedures, academic budget,~~ information technology, library resources, learning resources, and assessment systems are of high-quality and that they support and strengthen the institution's mission, strategies, and academic priorities.

~~2.1.1 In concert with the president and provost,~~ **2.1.1** The Educational Programs Committee reviews and, when appropriate, approves and recommends to the ~~University Board of Trustees:~~

- ~~• academic mission statements~~
- strategic and long-range academic plans
- ~~• academic program reviews~~
- proposals for new bachelor's, master's, and doctoral programs
- proposals for terminating bachelor's, master's, and doctoral programs
- ~~• admission, progression, retention, and graduation results~~
- academic year calendar
- ~~the~~ awarding of tenure
- **conferral of degrees**
- **key performance indicator results, including admissions, enrollment, retention, progression, graduation, and research productivity**
- ~~• policies important to the success of the educational, research, and service missions of the university~~

~~2.2.1.2 The Educational Programs Committee also works closely with Academic Affairs and marketing, communications, and admissions to help enhance local, national, and international awareness of educational~~ **2.2.1.2** ~~academic,~~ research, and service programs at the university.

3.2. Authority

The ~~b~~**B**oard authorizes the ~~e~~**C**ommittee to:

~~3.2.1 p~~**3.2.1** **P**erform activities within the scope of its charter.

~~3.2.2 e~~**3.2.2** **E**ngage advisers as it deems necessary to carry out its duties.

4.3. Organization (~~Committee Membership and Meetings~~)

4.3.1 The chair of the ~~h~~Board will appoint the chair and members of the ~~e~~Committee.

4.3.2 The ~~e~~Committee will consist of at least five members.

4.3.3 Members will serve on the ~~e~~Committee until their resignation or replacement by the chair of the ~~h~~Board.

4. Meetings

4.41 A majority of ~~e~~Committee members will constitute a quorum for the transaction of business.

4.52 Meetings will be held not less than four times per year.

4.63 The ~~e~~Committee will maintain written minutes of its meetings.

4.74 The ~~e~~Committee may request special reports from members of the university or DSO management on topics that may enhance its understanding of their activities and operations as it relates to the committee's mission.

5. ~~Governance~~ Committee Charter

The ~~e~~Committee will:

~~5.1 evaluate its own performance, both of individual members, and collectively, on a regular basis~~

~~5.2 assess the achievement of the committee's duties specified in the charter and report findings to the board~~

~~5.3 review the ~~e~~Committee charter as necessary~~ at least every three years and discuss any required changes with the ~~h~~Board to

~~5.4 ensure that any changes to the charter are approved by the ~~h~~Board~~

Approved by the UCF Board of Trustees on (date).

~~Adoption of Charter~~

~~I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on _____ 2008.~~

Secretary

University of Central Florida Board of Trustees

Attachment B

**Second Amended and Restated
UCF Educational Programs Committee Charter**

1. Overall Purpose and Objectives

The Educational Programs Committee (“Committee”) is appointed by the University of Central Florida Board of Trustees (“Board”) with the responsibility to provide strategic input to the provost and president to ensure that curricular and co-curricular educational programs, student life, support services, faculty tenure, information technology, library resources, learning resources, and assessment systems are of high-quality and that they support and strengthen the institution’s mission, strategies, and academic priorities.

- 1.1 The Committee reviews and, when appropriate, approves and recommends to the Board:
 - strategic and long-range academic plans
 - proposals for new bachelor’s, master’s, and doctoral programs
 - proposals for terminating bachelor’s, master’s, and doctoral programs
 - academic year calendar
 - awarding of tenure
 - conferral of degrees
 - key performance indicator results, including admission, progression, retention, graduation, and research productivity
- 1.2 The Committee also works closely with Academic Affairs to help enhance local, national, and international awareness of academic, research, and service ~~programs~~ at the university.

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.

3. Committee 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.
- 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 Committee members will constitute a quorum for the transaction of business.
- 4.2 Meetings will be held not less than four times per year.
- 4.3 The Committee will maintain written minutes of its meetings.
- 4.4 The Committee may request special reports from members of the university or DSO management on topics that may enhance its understanding of their activities and operations as it relates to the committee's mission.

5. Committee Charter

The Committee will review the Committee charter at least every three years and discuss any required changes with the Board ensure that any changes to the charter are approved by the Board

Approved by the UCF Board of Trustees on (date).

ITEM: **FF-2**

UCF BOARD OF TRUSTEES
June 18, 2020

Title: FY 2020-21 Continuation Operating Budget

Background:

Board of Governors Regulation 9.007, *State University Operating Budgets*, requires the university to prepare an annual operating budget for approval by the university board of trustees, in accordance with instructions, guidelines, and standard formats provided by the Board of Governors.

Issues to be Considered:

In order to meet reporting requirements established by the State Comptroller for the release of university state appropriations starting July 1, 2020, the BOT must approve a preliminary operating budget for FY 21. The deadline to submit the preliminary operating budget to the BOG for the upcoming year is June 22, 2020.

At this time, the university requests approval of a continuation budget for FY 21 at the same funding levels approved by the Board on June 19, 2019 for the 2019-20 operating budget. Once the state budget has been finalized by the Governor, staff will prepare and submit a detailed operating budget to the BOG on or before the submission deadline of August 21, 2020. Additionally, the final budget will be presented to the BOT for approval at a future meeting.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approval of a Continuation Operating Budget for FY 2020-21. (Attachment A).

Authority for Board of Trustees Action:

Section 1001.40(2), Florida Statutes, provides that “each university board of trustees shall adopt an operating budget for the operation of the university as prescribed by law and rules of the Board of Governors.” The University has prepared the 2020-21 Proposed University Operating Budget in accordance with requirements set forth in Florida Board of Governors Regulation 9.007.

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 & Chief Financial Officer

Supporting Documentation:

Attachment A: Presentation of FY 2020-21 Continuation Operating Budget

Facilitators/Presenters:

Joseph Trubacz, Interim Vice President and Chief Financial Officer
Kristie Harris, Associate Vice President for Financial Affairs

Attachment A

University of Central Florida
FY 2020-21 Continuation Operating Budget Summary

	2018-19 BOT Approved Budget	2019-20 BOT Approved Budget¹	2020-21 BOT Continuation Budget
Budgeted Revenues:			
Education and General (E&G)	\$ 342,459,361	\$ 327,940,387	\$ 327,940,387
Lottery	\$ 38,581,028	\$ 48,209,374	\$ 48,209,374
Tuition (Budget Authority)	\$ 308,145,480	\$ 320,349,173	\$ 320,349,173
Interest	\$ 4,295,000	\$ 3,370,000	\$ 3,370,000
Total E&G Budget Entity	\$ 693,480,869	\$ 699,868,934	\$ 699,868,934
Contracts and Grants	\$ 171,988,000	\$ 194,333,783	\$ 194,333,783
Auxiliaries	\$ 298,284,488	\$ 288,227,216	\$ 288,227,216
Student Activities	\$ 21,829,718	\$ 21,405,886	\$ 21,405,886
Financial Aid	\$ 620,465,788	\$ 659,877,204	\$ 659,877,204
Concessions	\$ 500,915	\$ 577,692	\$ 577,692
Athletics	\$ 51,663,055	\$ 67,388,208	\$ 67,388,208
Technology Fee	\$ 9,100,000	\$ 9,416,069	\$ 9,416,069
Self Insurance Plan	\$ 2,203,565	\$ 2,694,863	\$ 2,694,863
Faculty Practice Plan	\$ 9,912,765	\$ 9,603,362	\$ 9,603,362
Total Non-E&G Budget Entities	\$ 1,185,948,294	\$ 1,253,524,283	\$ 1,253,524,283
Total Budgeted Revenues²	\$ 1,879,429,163	\$ 1,953,393,217	\$ 1,953,393,217
Budgeted Expenditures:			
Salaries & Benefits	\$ 688,885,584	\$ 774,818,025	\$ 774,818,025
Expenses	\$ 518,300,199	\$ 349,130,450	\$ 349,130,450
Operating Capital Outlay	\$ -	\$ 9,819,361	\$ 9,819,361
Risk Management Insurance	\$ 2,421,707	\$ 3,014,591	\$ 3,014,591
Financial Aid	\$ 658,855,039	\$ 696,066,640	\$ 696,066,640
Library Resources	\$ 7,100,000	\$ 7,058,022	\$ 7,058,022
Debt Service	\$ 990,000	\$ 12,864,841	\$ 12,864,841
Carry Forward	\$ 44,055,073	\$ 132,551,201	\$ 132,551,201
Non-Operating Expenses	\$ -	\$ 124,609,812	\$ 124,609,812
Total Budgeted Expenditures²	\$ 1,920,607,602	\$ 2,109,932,943	\$ 2,109,932,943

¹ The FY2019-20 BOT Approved E&G Budget included \$1.695M in state funding for the UCF Downtown campus that was subsequently vetoed by the Governor. The E&G budget reflects the final E&G budget after the veto was taken into consideration.

² The primary driver for expenditures exceeding revenues is due to the inclusion of carryforward as an expense category. To align with the reporting requirements established by the BOG, carryforward is not included in the budgeted revenue section of this presentation.

ITEM: FF-3**UCF BOARD OF TRUSTEES****June 18, 2020****Title: 2020-21 Direct Support Organizations' Budgets****Background:**

The FY 2021 budgets for the UCF Direct Support Organizations and the Central Florida Clinical Practice Organization are attached. The budgets have been approved by the DSO boards and now need approval by the University of Central Board of Trustees.

Dr. Cartwright, UCF President, provided scenario planning guidelines for the University and Direct Support Organizations (DSOs) to assist the university in planning for the operational and financial impacts of the COVID-19 pandemic. Each DSO presented its board with information about the DSO's assessment of its strengths, the operational and financial impacts, challenges, uncertainties, innovative solutions, and planned responses. This assessment was performed for four potential scenarios with different assumptions about when campus activities will resume: Fall 2020, Partially Fall 2020, Spring 2021, and Fall 2021. Some of the key assumptions of each scenario are outlined below.

	Scenario 1: Resume Fall 2020	Scenario 1A: Partial Fall 2020	Scenario 2: Resume Spring 2021	Scenario 3: Resume Fall 2021
Students return to campus	Fall 2020	October	Spring 2021	Fall 2021
Employees return to campus	Summer A	Fall 2020	Some remote & some on campus Fall 2020	Spring 2021
Research activities	Allowed during Summer	Fall 2020	Case by case	
Athletics	Fall 2020 Spectators allowed	Fall August 2020 Spectators allowed October	Fall August 2020 No spectators	Suspended Fall 2020 Spring allowed no spectators
Residential housing	Special exceptions for Summer Fully reopens Fall	Special exceptions only Fully reopens October	Special exceptions only Summer & Fall Fully reopens Spring 2021	Fully reopens Fall 2021
Domestic travel	Some allowed in fall	October	Spring 2021	Fall 2021

Issues to be Considered:**UCF Athletics Association**

The proposed budget is based on scenario 1 and assumes a full college football season with seven home games will be played with spectators. If the football season is delayed or shortened, or if there is a reduction in the number of spectators that can attend games, then ticket sales, away game guarantees, conference distributions, and the Athletics Association's sponsorship revenue could be negatively impacted. To prepare for possible revenue shortfalls, the sports and support budgets were decreased by 7%. The units reduced their operating budgets by as much as 10%, but this was offset by increases in fixed overhead (insurance, leases, licensing contracts, etc.). This is a starting point for further reductions if necessary. The \$5.1 million net surplus from operations represents the initial buffer amount if needed. The Athletics Association is prepared to make additional adjustments to the budget.

A \$1.1 million surplus is projected for FY 2020. This is primarily due to receiving \$900K which represents approximately half of UCF's signing bonus from the American Athletics Conference related to the new television rights agreement. This surplus includes a \$0.4m loss related to the COVID-19 pandemic resulting from \$1.4 million of revenue shortfalls due to the cancellation of the NCAA basketball tournament and all

baseball and softball games, offset by approximately \$1 million in savings from reducing operations in March through June. In addition to cancelling winter sports' championships and spring sports' regular and post-seasons, UCFAA implemented spending and hiring freezes mandated by the UCF President.

The proposed budget reflects:

- An increase in budgeted athletic events revenue is primarily driven by the new television rights agreement with ESPN expected to generate approximately \$3.5 million in FY 2021.
- An increase in budgeted sponsorship revenue is in line with FY 2020 revenues. Currently, it is anticipated there will not be a stadium naming partner for the 2020 football season.
- An increase in budgeted university allocations revenue is to support scholarships for seniors returning for another academic year as a result from the spring season cancellation. There is a corresponding increase in scholarship expense.
- An increase in budgeted employee compensation is due to existing enhanced contractual obligations.
- An increase in budgeted other expense is related to enhancements needed to produce live television broadcasts of sporting events required by the new television agreement. The FY 2020 projected expenses exceed budget due to funding two projects that were budgeted to be funded with a bank loan pending board approval. The decision not to proceed with the bank loan was made after the budget was finalized.
- Debt service includes scheduled payments on a construction line of credit and a loan from the University. In addition, a full year of debt service will be paid for the Roth Athletics Center loan in FY 2021 versus FY 2020 when only an interest payment was due.

UCF Academic Health

UCF Academic Health, Inc. began operations in July 2019, with the leasing of space to outside tenants in the Lake Nona Cancer Center. The FY 2021 budget is based on scenario 1 and expenses increased significantly as four long-term leases begin. The associated expenses of mortgage payments, common area maintenance, and sales tax will also increase, while other operating expenses will remain constant. Under the current budget scenario, Academic Health will only pay \$953,000 of FY 2021 scheduled mortgage payments totaling \$1.5 million.

UCF Convocation Corporation

The Corporation's operations have been significantly impacted by the COVID-19 pandemic. As a result, its ability to meet FY 2020 and FY 2021 debt service requirements is impaired. Significant reductions in operating expenses have been planned to offset lost revenue. However, additional support from the University will be needed. A support agreement obligates the University to provide support in the event the Corporation is unable to meet its debt service requirements to the extent the University has legally available revenues.

The proposed housing operations budget assumes scenario 1a, an October reopening with student athletes returning earlier. Operating expense reductions such as reduced staffing and furloughs, reduced energy consumption, termination of cable TV service are being implemented to mitigate revenue losses.

Remote work and learning negatively impacted retail tenant operations and their ability to pay rent. The proposed retail operations budget reflects rent deferrals for commercial tenants and reduced contractor costs and services suspended to on-call status.

Arena events will remain suspended through at least the end of October. The timeline for resuming normal operations remains unknown. The arena operations budget reflects significantly reduced event-related revenues and expenses.

The minimum contribution to the housing and parking bond R&R reserves and a \$0.5 million contribution to the arena R&R reserve is planned. This level of reserve funding and the deferral of needed maintenance may significantly increase future funding requirements and could impair the Convocation Corporation's ability to properly maintain its capital assets.

The proposed budget requests the University and its Board of Trustees approve an allocation from E&G carryforward, CARES funds, or other legally available revenues for the Convocation Corporation to meet its debt service requirements in both FY 2020 (\$3.5 million) and FY 2021 (\$2.05 million). It also reflects the deferral of the FY 2020 planned arena scoreboard contribution to the University (\$0.5 million) and no payment planned in FY 2021.

UCF Finance Corporation

The UCF Finance Corporation receives rent and pledges to repay construction loans on the Burnett Biomedical Sciences building at Lake Nona and the UCF Downtown Campus. The University pays rent under the operating lease on the Burnett Biomedical Sciences building. An additional \$2.6 million in rent will be received to fund principal on the underlying building loan. These transfers and philanthropic pledges scheduled to be received during the year for the construction of the downtown campus are sufficient to fund the Finance Corporation's debt and operating costs for the year.

The debt service budget includes scheduled principal (\$2.6 million) and interest (\$1.4 million) payments on the building loan and anticipated repayments (\$3.5 million) on the UCF downtown construction note. The repayment of the construction note is based on the amount of pledges scheduled to be received during the year.

Funds drawn on the UCF downtown construction note were transferred to the University to fund construction costs during FY 2020. No further draws on the note are planned.

UCF Foundation

The UCF Foundation's sources of funding include support from the university as salaries, rent from mostly University tenants in office buildings, endowment fees, and earnings from investments. The proposed budget is based on scenario 1a and assumes a 5% reduction in university support and 6% reduction in foundation-generated revenue, due to market volatility. As committed to the BOT Advancement Committee, this proposal assumes all license plate funding will be utilized towards student activities and sponsorship.

FY 2020 projections reflect a decline in investment performance due to COVID-19. A slight decline is anticipated in fiscal 2021, most of which will be made up by an increase in the investment base as campaign commitments are collected. Endowment fees and real estate revenue which are steady sources that are not immediately impacted by short term market volatility.

The Foundation implemented spending and hiring freezes mandated by the UCF President and is keeping 10 open positions vacant resulting in \$700K of savings. The Foundation also plans to delay or cancel \$400K of expenses related to donor stewardship and recognition and \$150K of travel, cancel all plans for professional development activities, and postpone any investment required to plan and implement new fundraising strategies.

UCF Limbless Solutions

The budget is based on scenario 1 and reflects a reduction in philanthropic support from individual donors and assumes support from private foundations and corporations will continue. Revenues from educational workshops and speaking engagements are expected to decline due to continued travel bans. The DSO has a healthy cash position through philanthropic support and low expenses. The landscape driving philanthropy, sponsorship, and in-person activities is being closely monitored by management and university leadership.

UCF Research Foundation

Operating revenue includes contracts, grants, royalties, contributions, rents, conferences, unit residuals, and consortiums. The proposed budget is based on scenario 3 and assumes an overall 11% reduction from projected actual amounts due to a downturn in the economy impacting incubators and commercialization activities and industry research funding and expenses.

The FY 2020 projected operating expenses include Gap Funding expenses related to FY 2019 in the amount of \$250,000. Gap Funding is granted to support the development of technology at an early readiness level with the goal of recovering these funds under any resulting license agreement. The Gap Funding for fiscal 2020 was not awarded nor will Gap Funding be awarded for fiscal 2021.

UCF Stadium Corporation

The Stadium Corporation receives pledged revenues from Athletics Association, premium seat revenue, and other revenues including concessions, merchandise, and interest. Any surplus remaining after debt service and operating expenses is transferred back to the Athletics Association to fund its operations. Pledged revenues include gross ticket sales, away game guarantees, conference distributions, as well as rent and guaranteed royalty payments from the Association. Away game guarantees and conference distributions are not reflected in the budget and are not required to be distributed from the Athletics Association to the Stadium Corporation unless they are needed to meet annual debt service obligations. All other pledged revenues are included in Athletics Association's transfers. Additionally, there is a support agreement obligating the University to use legally available revenues up to approximately \$4 million to fund bond payment deficiencies.

The proposed budget is based on scenario 1 and assumes a full college football season with seven home games will be played with spectators. If the football season is delayed or shortened, or if there is a reduction in the number of spectators that can attend games, then ticket sales, away game guarantees, conference distributions, and the Athletics Association's sponsorship revenue could be negatively impacted. However, the royalty payment and rent received would be sufficient to pay the Stadium Corporation's debt obligations.

for the year. If football season is cancelled or if spectators are not allowed to attend games, then the university support agreement would need to be activated.

Currently, it is anticipated there will not be a stadium naming partner for the 2020 football season. However, there is an agreement with the Athletics Association that guarantees a royalty payment in the amount of \$1.85 million.

Central Florida Clinical Practice Organization

CFCPO was formed to support the medical education program and clinical faculty within the College of Medicine. The FY 2021 budget is based on scenario 1a and assumes a 30% reduction in patient care revenue due to COVID-19. The clinic implemented telehealth visits and in person clinical measures to ensure patient safety so that a return to a “normal” level of clinical activity will happen sometime in the fall of 2020. With reduced revenue, there are variable operating expenses that are also reduced, which is reflected in the proposed budget. Transfers to the college for staff and faculty salaries will be reduced to not exceed total revenue and maintain close to a \$2 million net cash balance. The college will absorb approximately \$1.5 million of expense in fiscal 2020 and an additional \$1.0 million in fiscal 2021.

Alternatives to Decision:

Not approve the 2020-21 Direct Support Organizations’ budgets or recommend changes to the 2020-21 Direct Support Organizations’ budgets.

Fiscal Impact and Source of Funding:

Source of funding varies across all Direct Support Organizations.

Recommended Action:

Approve the 2020-21 Direct Support Organizations’ budgets.

Authority for Board of Trustees Action:

Delegation of Authority to the President, Items requiring specific approval of the Board, 15. Annual operating and capital budgets for the University and Affiliated Entities and amendments to any line item of two million dollars or greater that exceeds 10% of the value of such line item.

Contract Reviewed/Approved by General Counsel:

N/A

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 Finance and Chief Financial Officer

Supporting Documentation:

Attachment A: UCF Athletics Association

Attachment B: UCF Academic Health

Attachment C: UCF Convocation Corporation

Attachment D: UCF Finance Corporation

Attachment E: UCF Foundation

Attachment F: UCF Limbitless Solutions

Attachment G: UCF Research Foundation

Attachment H: UCF Stadium Corporation

Attachment I: Central Florida Clinical Practice Organization

Facilitators/Presenters:

Joseph Trubacz, Interim Vice President for Finance and Chief Financial Officer

Christina Tant, Assistant Vice President for DSO Accounting and Reporting

Attachment A

**UCF Athletics Association
Annual Budget
2020-21**

	2020-21 Proposed Budget	2019-20 Approved Budget	Variance Favorable (Unfavorable)		2019-20 Projected Actual	2019-20 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Athletic events, including premium seating	\$ 15,695,382	\$ 11,356,304	\$ 4,339,078	38.2 %	\$ 11,289,708	\$ 11,356,304	\$ (66,596)	(0.6)%
University allocations	34,464,900	33,742,690	722,210	2.1 %	33,873,797	33,742,690	131,107	0.4 %
Sponsorship	9,025,000	6,080,156	2,944,844	48.4 %	9,626,469	6,080,156	3,546,313	58.3 %
Contributions	7,886,365	8,120,057	(233,692)	(2.9)%	6,255,055	8,120,057	(1,865,002)	(23.0)%
Other	394,600	898,818	(504,218)	(56.1)%	452,965	898,818	(445,853)	(49.6)%
Total revenues	67,466,247	60,198,025	7,268,222	12.1 %	61,497,994	60,198,025	1,299,969	2.2 %
Expenses								
Scholarships	10,264,915	9,522,149	(742,766)	(7.8)%	9,755,149	9,522,149	(233,000)	(2.4)%
Employee compensation	26,992,700	25,797,158	(1,195,542)	(4.6)%	25,770,483	25,797,158	26,675	0.1 %
Sport operations	8,505,093	9,199,437	694,344	7.5 %	8,628,175	9,199,437	571,262	6.2 %
Support operations	11,443,847	12,344,420	900,573	7.3 %	11,458,320	12,344,420	886,100	7.2 %
Other	2,396,600	1,097,936	(1,298,664)	(118.3)%	3,189,625	1,097,936	(2,091,689)	(190.5)%
Total operating expenses	59,603,155	57,961,101	(1,642,054)	(2.8)%	58,801,752	57,961,101	(840,651)	(1.5)%
Net increase (decrease) from total operations	7,863,092	2,236,924	5,626,168	251.5 %	2,696,242	2,236,924	459,318	20.5 %
Nonoperating revenues (expenses)								
Net transfers - Stadium Corp	115,104	1,608,368	(1,493,265)	(92.8)%	(178,447)	1,608,368	(1,786,815)	(111.1)%
Interest income	-	-	-		-	-	-	
Interest expense	(1,739,440)	(1,355,803)	(383,637)	28.3 %	(519,972)	(1,355,803)	835,831	(61.6)%
Capital Project Donations - Athletics	656,005	1,247,952	(591,947)	(47.4)%	979,940	1,247,952	(268,012)	(21.5)%
Restricted Accounts Revenue	1,058,512	500,000	558,512	111.7 %	1,082,348	500,000	582,348	116.5 %
Restricted Accounts Outlay	(1,009,512)	(500,000)	(509,512)	101.9 %	(750,000)	(500,000)	(250,000)	50.0 %
Capital Projects Outlay	(715,928)	(500,000)	(215,928)	43.2 %	(513,528)	(500,000)	(13,528)	2.7 %
Total nonoperating (expense) revenue	(1,635,259)	1,000,517	(2,635,777)	(263.4)%	100,341	1,000,517	(900,176)	90.0 %
Increase (decrease) in net position	\$ 6,227,832	\$ 3,237,441	\$ 2,990,391	92.4 %	\$ 2,796,583	\$ 3,237,441	\$ (440,858)	13.6 %
Debt Service								
Principal	\$ 2,276,000	2,489,489	213,489	8.6 %	\$ 855,000	\$ 2,489,489	1,634,489	65.7 %
Interest	558,440	1,355,803	797,363	58.8 %	519,972	1,355,803	835,831	61.6 %
Total Debt Service	\$ 2,834,440	\$ 3,845,292	\$ 1,010,852	26.3 %	\$ 1,374,972	\$ 3,845,292	\$ 2,470,320	64.2 %
Operations Budget Surplus (Shortfall)	\$ 5,143,755	\$ 0	\$ 5,143,755	100 %	\$ 1,142,823	\$ 0	\$ 1,142,823	100 %
Operations + Net stadium transfers less debt service								

Attachment B

University of Central Florida Academic Health, Inc
Annual Budget
2020-21

	2020-21	2019-20	Variance		2019-20	2019-20	Variance	
	Proposed	Approved	Favorable (Unfavorable)		Projected	Approved	Favorable (Unfavorable)	
	Budget	Budget			Actual	Budget		
Revenues								
Real Estate (Rent Income & CAM)	\$ 1,164,779	\$ 221,120	\$ 943,659	426.8 %	\$ 281,266	\$ 221,120	\$ 60,146	27.2 %
Other	-	-	-	-	-	-	-	-
Total revenues	1,164,779	221,120	943,659	426.8 %	281,266	221,120	60,146	27.2 %
Operating Expenses								
Professional Services	15,000	15,000	-	0.0 %	15,000	15,000	-	0.0 %
Facility Expense	1,229,735	54,669	(1,175,066)	(2149.4)%	58,363	54,669	(3,694)	(6.8)%
Information Technology	7,210	7,000	(210)	(3.0)%	7,000	7,000	-	0.0 %
Other Operating Expense	90,537	23,200	(67,337)	(290.2)%	23,200	23,200	-	0.0 %
Total Expense	1,342,482	99,869	(1,242,613)	(1244.2)%	103,563	99,869	(3,694)	(3.7)%
Net increase (decrease) in operations	\$ (177,703)	\$ 121,251	\$ (298,954)	(246.6)%	\$ 177,703	\$ 121,251	\$ 52,758	43.5 %
Cash Balance								
Beginning Balance for Fiscal Year Reported	\$ 177,703				\$ -			
Change in Cash YTD	(177,703)				177,703			
Ending Cash Balance	\$ -				\$ 177,703			

Note: COVID-19 has impacted the timing of receiving lease revenue and the timing of preparing the building for multi-tenant occupancy.

Board of Trustees Meeting - New Business

Attachment C

UCF Convocation Corporation
Annual Budget
2020-2021

	2020-2021 Proposed Budget	2019-2020 Approved Budget	Variance Favorable (Unfavorable)		2019-2020 Projected Actuals	2019-2020 Approved Budget	Variance Favorable (Unfavorable)	
Housing Operations								
Revenues								
Apartment rentals	\$ 13,826,028	\$ 17,986,410	\$ (4,160,382)	(23.1)%	\$ 15,969,242	\$ 17,986,410	\$ (2,017,168)	(11.2)%
Parking	1,036,388	1,036,388	-	0.0 %	1,036,388	1,036,388	-	0.0 %
University support	700,000	-	700,000	100.0 %	-	-	-	0.0 %
Other	58,125	151,000	(92,875)	(61.5)%	191,369	151,000	40,369	26.7 %
Total revenues	15,620,541	19,173,798	(3,553,257)	(18.5)%	17,196,999	19,173,798	(1,976,799)	(10.3)%
Expenses								
Operating	5,090,506	6,619,261	1,528,755	23.1 %	6,341,061	6,619,261	278,200	4.2 %
R&R expenses	785,290	533,643	(251,647)	(47.2)%	300,000	533,643	233,643	43.8 %
Total expenses	5,875,796	7,152,904	1,277,108	17.9 %	6,641,061	7,152,904	511,843	7.2 %
Net increase from housing operations	9,744,746	12,020,894	(2,276,148)	(18.9)%	10,555,938	12,020,894	(1,464,956)	(12.2)%
Retail Operations								
Total revenues	1,747,507	1,946,203	(198,695)	(10.2)%	1,899,670	1,946,203	(46,533)	(2.4)%
Total expenses	391,725	525,098	133,373	25.4 %	468,346	525,098	56,752	10.8 %
Net increase from retail operations	1,355,782	1,421,105	(65,322)	(4.6)%	1,431,324	1,421,105	10,219	0.7 %
Arena Operations								
Revenues								
Event related	3,815,557	5,874,989	(2,059,432)	(35.1)%	4,268,534	5,874,989	(1,606,455)	(27.3)%
Premium seating and sponsorship	1,304,300	1,216,500	87,800	7.2 %	1,184,824	1,216,500	(31,676)	(2.6)%
Rental Income	2,735,000	2,735,000	-	0.0 %	2,735,000	2,735,000	-	0.0 %
University support	1,350,000	-	1,350,000	100.0 %	3,500,000	-	3,500,000	100.0 %
Other	113,421	150,596	(37,175)	(24.7)%	156,443	150,596	5,847	3.9 %
Total revenues	9,318,278	9,977,085	(658,807)	(6.6)%	11,844,801	9,977,085	1,867,716	18.7 %
Expenses								
Direct Event	2,976,764	4,492,059	1,515,295	33.7 %	3,293,341	4,492,059	1,198,718	26.7 %
Operating and indirect event	3,940,138	3,983,925	43,787	1.1 %	3,846,800	3,983,925	137,125	3.4 %
Direct premium seating	310,210	325,360	15,150	4.7 %	285,748	325,360	39,612	12.2 %
R&R expenses	288,362	1,036,307	747,945	72.2 %	650,000	1,036,307	386,307	37.3 %
Transfer to UCF	-	500,000	500,000	100.0 %	-	500,000	500,000	100.0 %
Total expenses	7,515,474	10,337,651	2,822,177	27.3 %	8,075,889	10,337,651	2,261,762	21.9 %
Net decrease from arena operations	1,802,804	(360,566)	2,163,370	600.0 %	3,768,912	(360,566)	4,129,478	1145.3 %
Net increase from total operations	\$ 12,903,332	\$ 13,081,433	\$ (178,101)	(1.4)%	\$ 15,756,174	\$ 13,081,433	\$ 2,674,741	20.4 %
Debt Service								
Principal payments	\$ 8,025,000				\$ 7,755,000			
Interest payments	6,042,140				6,296,846			
Total Debt Service	\$ 14,067,140				\$ 14,051,846			

Attachment D

**UCF Finance Corporation
Annual Budget
2020-21**

	2020-21 Proposed Budget	2019-20 Approved Budget	Variance Favorable (Unfavorable)		2019-20 Projected Actual	2019-20 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Transfers from University ¹	\$ 1,330,896	\$ 1,715,183	\$ (384,287)	(22.4)%	\$ 1,325,056	\$ 1,715,183	\$ (390,127)	(22.7)%
Transfers from Foundation - Downtown Pledges ²	3,460,000	3,983,269	(523,269)	(13.1)%	4,697,439	3,983,269	714,170	17.9 %
Interest	55,000	35,000	20,000	57.1 %	122,500	35,000	87,500	250.0 %
Total revenues	4,845,896	5,733,452	(887,556)	(15.5)%	6,144,995	5,733,452	411,543	7.2 %
Expenses								
Operating	18,100	17,500	(600)	(3.4)%	17,600	17,500	(100)	(0.6)%
Interest	1,457,796	1,732,683	274,887	15.9 %	1,455,120	1,732,683	277,563	16.0 %
Transfers to University - Downtown Construction ³	-	11,132,136	11,132,136	100.0 %	7,000,000	11,132,136	4,132,136	37.1 %
Total expenses	1,475,896	12,882,319	11,406,423	88.5 %	8,472,720	12,882,319	4,409,599	34.2 %
Net increase (decrease) from operations	\$ 3,370,000	\$ (7,148,867)	\$ 10,518,867		\$ (2,327,725)	\$ (7,148,867)	\$ 4,821,142	
Debt Service								
Principal	\$ 6,081,000	\$ 5,559,000			\$ 7,006,439			
Interest	1,457,796	1,732,683			1,455,120			
Total Debt Service	\$ 7,538,796	\$ 7,291,683			\$ 8,461,559			

¹ Represents rent pursuant to the 2017 amended and restated operating lease agreement for the financing of facilities constructed on the health sciences campus in Lake Nona. This amount funds interest on the building loan and operating expenses. An additional \$2.6 million will be received to fund principal on the building loan.

² The fiscal 2021 budget is based on the amount of pledges scheduled to be received during the year for the construction of the downtown campus. The amount of pledges needed to fund the remaining principal on the note will be received and any excess will be transferred directly by UCF Foundation to the University.

³ Transfers to the UCF downtown construction project were funded by draws on the UCF downtown construction note. No additional transfers are planned and pledge receivables held by UCF Foundation exceed the balance remaining on the construction note.

Transfers to UCF for construction of the downtown campus are significantly less than the \$11.1 million that was budgeted in fiscal 2020. The budget developed in the Spring of 2018 was based on the original \$20 million funding commitment reduced by the estimate of pledges available to transfer directly from UCF Foundation to the construction project. When funds were drawn on the note in the Fall of 2019, an additional \$1.1 million of pledges had been received. The amount drawn on the note was further reduced by a \$3.0 million in-kind pledge. UCF Foundation later reported that pledge converted from an in-kind pledge to a cash pledge.

Board of Trustees Meeting - New Business

Attachment E

UCF Foundation
Annual Budget
2020 -21

	2020-21 Proposed Budget	2019-20 Approved Budget	Variance Favorable (Unfavorable)		2019-20 Projected Actual	2019-20 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Unrestricted gifts, fees, and investment earnings	\$ 6,163,800	\$ 5,943,250	\$ 220,550	3.7 %	\$ 4,335,802	\$ 5,943,250	\$ (1,607,448)	(27.0)%
Real estate	2,000,000	1,969,356	30,644	1.6 %	1,969,356	1,969,356	-	-
University and other related support	11,686,500	12,745,553	(1,059,053)	(8.3)%	12,622,948	12,745,553	(122,605)	(1.0)%
Total revenue	<u>19,850,300</u>	<u>20,658,159</u>	<u>(807,859)</u>	<u>(3.9)%</u>	<u>18,928,106</u>	<u>20,658,159</u>	<u>(1,730,053)</u>	<u>(8.4)%</u>
Expenses								
Academic and university support	1,631,647	1,739,189	107,542	6.2 %	1,609,320	1,739,189	129,869	7.5 %
Development, alumni relations, and operations	18,218,653	18,918,970	700,317	3.7 %	17,932,444	18,918,970	986,526	5.2 %
Total expenses	<u>19,850,300</u>	<u>20,658,159</u>	<u>807,859</u>	<u>3.9 %</u>	<u>19,541,764</u>	<u>20,658,159</u>	<u>1,116,395</u>	<u>5.4 %</u>
Net increase (decrease) from total operations	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		<u>\$ (613,658)</u>	<u>\$ -</u>	<u>\$ (613,658)</u>	
Debt Service								
Principal payments	\$ 3,631,000				\$ 2,131,000			
Interest payments	949,078				949,078			
Total Debt Service	<u>\$ 4,580,078</u>				<u>\$ 3,080,078</u>			

Attachment F

Limbitless Solutions, Inc.
Annual Budget
2020-2021

	2020-21 Proposed Budget	2019-20 Approved Budget	Variance Favorable (Unfavorable)		2019-20 Projected Actual	2019-20 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Philanthropic Donations	\$ 300,000	\$ 350,000	\$ (50,000)	(14.3)%	\$ 350,000	\$ 350,000	\$ -	0.0 %
Sponsorships	100,000	150,000	(50,000)	(33.3)%	100,000	150,000	(50,000)	(33.3)%
Other	80,000	95,000	(15,000)	(15.8)%	19,000	95,000	(76,000)	(80.0)%
Total revenues	<u>480,000</u>	<u>595,000</u>	<u>(115,000)</u>	<u>(19.3)%</u>	<u>469,000</u>	<u>595,000</u>	<u>(126,000)</u>	<u>(21.2)%</u>
Expenses								
Operating expenses	<u>251,869</u>	<u>284,831</u>	<u>32,962</u>	<u>11.6 %</u>	<u>420,500</u>	<u>284,831</u>	<u>(135,669)</u>	<u>(47.6)%</u>
Total expenses	<u>251,869</u>	<u>284,831</u>	<u>32,962</u>	<u>11.6 %</u>	<u>420,500</u>	<u>284,831</u>	<u>(135,669)</u>	<u>(47.6)%</u>
Net increase from operations	<u><u>\$ 228,131</u></u>	<u><u>\$ 310,169</u></u>	<u><u>\$ (82,038)</u></u>	<u><u>(26.4)%</u></u>	<u><u>\$ 48,500</u></u>	<u><u>\$ 310,169</u></u>	<u><u>\$ (261,669)</u></u>	<u><u>(84.4)%</u></u>

Attachment G

**UCF Research Foundation
Annual Budget
2020-2021**

	2020-2021 Proposed Budget	2019-2020 Approved Budget	Variance Favorable (Unfavorable)		2019-2020 Projected Actual	2019-2020 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Operating revenue ¹	\$ 11,085,000	\$ 12,730,000	\$ (1,645,000)	-14.8%	\$ 12,411,137	\$ 12,730,000	\$ (318,863)	-2.6%
Management fees and other	840,000	800,000	40,000	4.8%	957,459	800,000	157,459	16.4%
Total revenues	<u>11,925,000</u>	<u>13,530,000</u>	<u>(1,605,000)</u>	-13.5%	<u>13,368,596</u>	<u>13,530,000</u>	<u>(161,404)</u>	-1.2%
Expenses								
Total operating expenses²	<u>11,708,201</u>	<u>13,280,000</u>	<u>1,571,799</u>	13.4%	<u>13,103,298</u>	<u>13,280,000</u>	<u>176,702</u>	1.3%
Net increase (decrease) from operations	<u>\$ 216,799</u>	<u>\$ 250,000</u>	<u>\$ (33,201)</u>	-15.3%	<u>\$ 265,298</u>	<u>\$ 250,000</u>	<u>\$ 15,298</u>	5.8%

¹ Operating revenue includes contracts, grants, royalties, contributions, rents, conferences, unit residuals, and consortiums. The Research Foundation is recognizing an overall 11% reduction from projected actual amounts due to a downturn in the economy.

² Operating expenses projected actual amounts include Gap Funding expenses related to Fiscal Year 2019 in the amount of \$250,000. The Gap Funding for Fiscal 2020 was not awarded nor will Gap Funding be awarded for Fiscal 2021.

Attachment H

**UCF Stadium Corporation
Annual Budget
2020-21**

	2020-21 Proposed Budget	2019-20 Approved Budget	Variance Favorable (Unfavorable)		2019-20 Projected Actual	2019-20 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Premium seating	\$ 2,768,000	\$ 2,443,231	\$ 324,769	13.3 %	\$ 2,493,595	\$ 2,443,231	\$ 50,364	2.1 %
Naming rights ¹	-	1,550,000	(1,550,000)	(100.0)%	-	1,550,000	(1,550,000)	(100.0)%
Athletic transfers ²	8,412,315	7,006,446	1,405,869	20.1 %	8,325,719	7,006,446	1,319,273	18.8 %
Other	1,270,709	1,414,000	(143,291)	(10.1)%	1,259,958	1,414,000	(154,042)	(10.9)%
Total revenues	<u>12,451,024</u>	<u>12,413,677</u>	<u>37,347</u>	0.3 %	<u>12,079,272</u>	<u>12,413,677</u>	<u>(334,405)</u>	(2.7)%
Expenses								
Operating	50,000	50,000	-	0.0 %	45,000	50,000	5,000	10.0 %
R&R expenses	250,000	250,000	-	0.0 %	250,000	250,000	-	0.0 %
Total expenses	<u>300,000</u>	<u>300,000</u>	<u>-</u>	0.0 %	<u>295,000</u>	<u>300,000</u>	<u>5,000</u>	1.7 %
Net increase (decrease) from total operations ³	<u>\$ 12,151,024</u>	<u>\$ 12,113,677</u>	<u>\$ 37,347</u>	0.3 %	<u>\$ 11,784,272</u>	<u>\$ 12,113,677</u>	<u>\$ (329,405)</u>	(2.7)%
Debt Service								
Principal	\$ 1,940,000				\$ 1,863,000			
Interest	1,683,606				1,768,000			
Total Debt Service	<u>\$ 3,623,606</u>				<u>\$ 3,631,000</u>			

¹ Naming rights and advertising revenues were replaced by a \$1.8 million annual guaranteed royalty payment pursuant to an agreement executed during the year. The Corporation transferred its rights for sponsorships and naming rights opportunities in exchange for this payment from UCF Athletics Association which is reflected in Athletic transfers in the fiscal 2020 projections and proposed fiscal 2021 budget.

² Athletic transfers include football ticket sales as well as rent and guaranteed royalty payments from UCF Athletics Association. Excludes football game guarantees and conference distributions which are pledged to the Stadium, but are not required to be distributed from UCFAA to the Corporation if not needed for debt service.

³ The amount remaining after debt service is available for transfer back to UCF Athletics Association.

Attachment I

Central Florida Clinical Practice Organization
Annual Budget
2020-21

	2020-21	2019-20	Variance		2019-20	2019-20	Variance	
	Proposed	Approved	Favorable (Unfavorable)		Projected	Approved	Favorable (Unfavorable)	
	Budget	Budget			Actual	Budget		
Revenues								
Patient Care	\$ 6,041,174	\$ 7,530,349	\$ (1,489,175)	(19.8)%	\$ 6,070,049	\$ 7,530,349	\$ (1,460,300)	(19.4)%
Other	796,182	865,798	(69,616)	(8.0)%	617,157	865,798	(248,641)	(28.7)%
Total revenues	6,837,356	8,396,147	(1,558,791)	(18.6)%	6,687,206	8,396,147	(1,708,941)	(20.4)%
Operating Expenses								
Professional Services	417,579	405,381	(12,198)	(3.0)%	493,424	405,381	(88,043)	(21.7)%
Supplies and Repairs	935,007	1,352,640	417,633	30.9 %	983,880	1,352,640	368,760	27.3 %
Facility Expense	230,378	192,305	(38,073)	(19.8)%	218,926	192,305	(26,621)	(13.8)%
Information Technology	341,581	636,174	294,593	46.3 %	375,011	636,174	261,163	41.1 %
Other Expense	101,016	283,989	182,973	64.4 %	94,633	283,989	189,356	66.7 %
Total Operating Expense	2,025,561	2,870,489	844,928	29.4 %	2,165,875	2,870,489	704,614	24.5 %
Total Transfer to College of Medicine	4,811,795	7,000,000	2,188,205	31.3 %	5,883,363	7,000,000	1,116,637	16.0 %
Total expenses	6,837,355	9,870,489	3,033,134	30.7 %	8,049,238	9,870,489	1,821,251	18.5 %
Net increase (decrease) in operations	\$ 0	\$ (1,474,342)	\$ 1,474,342	100.0 %	\$ (1,362,032)	\$ (1,474,342)	\$ 112,310	7.6 %
Cash Balance								
Beginning Balance for Fiscal Year Reported	\$ 1,935,574				\$ 3,925,770			
Change in Cash YTD	0				(1,990,196)			
Ending Cash Balance	\$ 1,935,574				\$ 1,935,574			

ITEM: FF-4

**UCF Board of Trustees
June 18, 2020**

Title: UCF Athletics Association Request to Participate in the CARES Act Payroll Tax Deferral Program

Background:

The Coronavirus Aid, Relief and Economic Security (“CARES”) Act, signed into law on March 27th, includes significant provisions to encourage employers to retain and continue paying their employees. The CARES Act provides new payroll tax credits and deferrals and favorably modifies some of the payroll tax provisions of the Family First Act passed into law on March 18th.

Issues to be Considered:

By participating in this program UCFAA may defer payment of payroll taxes (6.2% of employer wages up to \$137,700) beginning upon Board of Trustees approval through December 31, 2020. The deferred taxes would be paid in 50% installments by December 31, 2021 and by December 31, 2022 with no interest being charged. This would provide UCFAA additional cash flow, interest free, for the summer and fall at a time when most of the football related revenue is used to pay the debt obligations for the football stadium.

Alternatives to Decision:

To deny the request.

Fiscal Impact and Source of Funding:

The projected amount of deferred taxes would be approximately \$315,000.

Recommended Action:

Approve UCFAA to participate in the program.

Authority for Board of Trustees Action:

UCF Athletics Association, Inc. Bylaws

UCF Regulation 4.034 Direct Support Organizations

Approved by UCFAA Board of Directors on May 14, 2020

Section 2302 of The CARES Act, Pub. L. 116-136, § 2302, 134 Stat. 281, 282 (2020)

Approved by the Associate Vice President for Direct Support Organizations:

Reviewed by Margaret Jarrell-Cole, Esq., Associate Vice President for Direct Support Organizations

General Counsel Approval:

Approved by Jordan Clark, Associate General Counsel

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 and Chief Financial Officer

Danny White, Vice President and Director of Athletics

Brad Stricklin, Executive Associate Athletics Director and Chief Financial Officer

Jordan Clark, Associate General Counsel

Supporting Documentation:

Attachment A: Section 2302 of The CARES Act, Pub. L. 116-136, § 2302, 134 Stat. 281, 282 (2020)

Facilitators/Presenters:

Brad Stricklin, Executive Associate Athletics Director and Chief Financial Officer

Jordan Clark, Associate General Counsel

Attachment A

SEC. 2302. DELAY OF PAYMENT OF EMPLOYER PAYROLL TAXES.

(a) In General.--

(1) Taxes.--Notwithstanding any other provision of law, the payment for applicable employment taxes for the payroll tax deferral period shall not be due before the applicable date.

(2) Deposits.--Notwithstanding section 6302 of the Internal Revenue Code of 1986, an employer shall be treated as having timely made all deposits of applicable employment taxes that are required to be made (without regard to this section) for such taxes during the payroll tax deferral period if all such deposits are made not later than the applicable date.

(3) Exception.--This subsection shall not apply to any taxpayer if such taxpayer has had indebtedness forgiven under section 1106 of this Act with respect to a loan under paragraph (36) of section 7(a) of the Small Business Act (15 U.S.C. 636(a)), as added by section 1102 of this Act, or indebtedness forgiven under section 1109 of this Act.

(b) SECA.--

(1) In general.--Notwithstanding any other provision of law, the payment for 50 percent of the taxes imposed under section 1401(a) of the Internal Revenue Code of 1986 for the payroll tax deferral period shall not be due before the applicable date.

(2) Estimated taxes.--For purposes of applying section 6654 of the Internal Revenue Code of 1986 to any taxable year which includes any part of the payroll tax deferral period, 50 percent of the taxes imposed under section 1401(a) of such Code for the payroll tax deferral period shall not be treated as taxes to which such section 6654 applies.

(c) Liability of Third Parties.--

(1) Acts to be performed by agents.--For purposes of section 3504 of the Internal Revenue Code of 1986, in the case of any person designated pursuant to such section (and any regulations or other guidance issued by the Secretary with respect to such section) to perform acts otherwise required to be performed by an employer under such Code, if such employer directs such person to defer payment of any applicable employment taxes during the payroll tax deferral period under this section, such employer shall be solely liable for the payment of such applicable employment taxes before the applicable date for any wages paid by such person on behalf of such employer during such period.

(2) Certified professional employer organizations.--For purposes of section 3511, in the case of a certified professional employer organization (as defined in subsection (a) of section 7705 of the Internal Revenue Code of 1986) that has entered into a service contract described in subsection (e)(2) of such section with a customer, if such customer directs such organization to defer payment of any applicable employment taxes during the payroll tax deferral period under this section, such customer shall, notwithstanding subsections (a) and (c) of section 3511, be solely liable for the payment of such applicable employment taxes before the applicable date for any wages paid by such organization to any work site employee performing services for such customer during such period.

(d) Definitions.--For purposes of this section--

(1) Applicable employment taxes.--The term ``applicable employment taxes'' means the following:

(A) The taxes imposed under section 3111(a) of the Internal Revenue Code of 1986.

(B) So much of the taxes imposed under section 3211(a) of such Code as are attributable to the rate in effect under section 3111(a) of such Code.

(C) So much of the taxes imposed under section 3221(a) of such Code as are attributable to the rate in effect under

section 3111(a) of such Code.

(2) Payroll tax deferral period.--The term ``payroll tax deferral period'' means the period beginning on the date of the enactment of this Act and ending before January 1, 2021.

(3) Applicable date.--The term ``applicable date'' means--

(A) December 31, 2021, with respect to 50 percent of the amounts to which subsection (a) or (b), as the case may be, apply, and

(B) December 31, 2022, with respect to the remaining such amounts.

(4) Secretary.--The term ``Secretary'' means the Secretary of the Treasury (or the Secretary's delegate).

(e) Trust Funds Held Harmless.--There are hereby appropriated (out of any money in the Treasury not otherwise appropriated) for each fiscal year to the Federal Old-Age and Survivors Insurance Trust Fund and the Federal Disability Insurance Trust Fund established under section 201 of the Social Security Act (42 U.S.C. 401) and the Social Security Equivalent Benefit Account established under section 15A(a) of the Railroad Retirement Act of 1974 (45 U.S.C. 231n-1(a)) an amount equal to the reduction in the transfers to such fund for such fiscal year by reason of this section. Amounts appropriated by the preceding sentence shall be transferred from the general fund at such times and in such manner as to replicate to the extent possible the transfers which would have occurred to such Trust Fund had such amendments not been enacted.

(f) Regulatory Authority.--The Secretary shall issue such regulations or other guidance as necessary to carry out the purposes of this section, including rules for the administration and enforcement of subsection (c).

ITEM: FF-5

UCF BOARD OF TRUSTEES
June 18, 2020

Title: Release of Unrestricted UCF Stadium Corporation Revenues

Background:

The attached 2020-21 budget, approved by the UCF Stadium Corporation's board, reflects a projected \$12,151,024 net increase from operations. Of that amount, \$3,623,606 is budgeted for debt service payments, leaving projected unrestricted excess revenues of \$8,527,418 to be available for transfer to the UCF Athletics Association.

Issues to be Considered:

The UCF Athletics Association budget is dependent on receiving these unrestricted excess revenues.

Alternatives to Decision:

The board could elect not to approve the release of unrestricted excess revenues.

Fiscal Impact and Source of Funding:

The Stadium Corporation's primary sources of funding are derived from UCF football games in areas such as ticket sales, premium seating, rent and guaranteed royalty payments from the Association, and concessions and merchandise sales.

Recommended Action:

Approve the release of revenues above budgeted obligations from the UCF Stadium Corporation to the UCF Athletics Association for 2020-21.

Authority for Board of Trustees Action:

Delegation of Authority to the President, Items requiring specific approval of the board, 32. Transfer of university funds to, from, or among Affiliated Entities.

Contract Reviewed/Approved by General Counsel:

N/A

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 Finance and Chief Financial Officer

Supporting Documentation:

Attachment A: UCF Stadium Corporation 2020-21 Budget

Facilitators/Presenters:

Danny White, Vice President and Director of Athletics

Brad Stricklin, Executive Associate Athletics Director and Chief Financial Officer

Attachment A

UCF Stadium Corporation
Annual Budget
2020-21

	2020-21 Proposed Budget	2019-20 Approved Budget	Variance Favorable (Unfavorable)		2019-20 Projected Actual	2019-20 Approved Budget	Variance Favorable (Unfavorable)	
Revenues								
Premium seating	\$ 2,768,000	\$ 2,443,231	\$ 324,769	13.3 %	\$ 2,493,595	\$ 2,443,231	\$ 50,364	2.1 %
Naming rights ¹	-	1,550,000	(1,550,000)	(100.0)%	-	1,550,000	(1,550,000)	(100.0)%
Athletic transfers ²	8,412,315	7,006,446	1,405,869	20.1 %	8,325,719	7,006,446	1,319,273	18.8 %
Other	1,270,709	1,414,000	(143,291)	(10.1)%	1,259,958	1,414,000	(154,042)	(10.9)%
Total revenues	<u>12,451,024</u>	<u>12,413,677</u>	<u>37,347</u>	0.3 %	<u>12,079,272</u>	<u>12,413,677</u>	<u>(334,405)</u>	(2.7)%
Expenses								
Operating	50,000	50,000	-	0.0 %	45,000	50,000	5,000	10.0 %
R&R expenses	250,000	250,000	-	0.0 %	250,000	250,000	-	0.0 %
Total expenses	<u>300,000</u>	<u>300,000</u>	<u>-</u>	0.0 %	<u>295,000</u>	<u>300,000</u>	<u>5,000</u>	1.7 %
Net increase (decrease) from total operations ³	<u>\$ 12,151,024</u>	<u>\$ 12,113,677</u>	<u>\$ 37,347</u>	0.3 %	<u>\$ 11,784,272</u>	<u>\$ 12,113,677</u>	<u>\$ (329,405)</u>	(2.7)%
Debt Service								
Principal	\$ 1,940,000				\$ 1,863,000			
Interest	1,683,606				1,768,000			
Total Debt Service	<u>\$ 3,623,606</u>				<u>\$ 3,631,000</u>			

¹ Naming rights and advertising revenues were replaced by a \$1.8 million annual guaranteed royalty payment pursuant to an agreement executed during the year. The Corporation transferred its rights for sponsorships and naming rights opportunities in exchange for this payment from UCF Athletics Association which is reflected in Athletic transfers in the fiscal 2020 projections and proposed fiscal 2021 budget.

² Athletic transfers include football ticket sales as well as rent and guaranteed royalty payments from UCF Athletics Association. Excludes football game guarantees and conference distributions which are pledged to the Stadium, but are not required to be distributed from UCFAA to the Corporation if not needed for debt service.

³ The amount remaining after debt service is available for transfer back to UCF Athletics Association.

ITEM: FF-6

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Renewal of Lines of Credit – Fifth Third Bank

Background:

Reducing Revolving Line (Construction):

This line of credit was originally opened in 2004 for the purpose of constructing facilities for women's sports. The original amount of the line was \$4.5 million and was increased to \$8.5 million in 2006 to help facilitate initial costs of Spectrum Stadium and then additional needs once the stadium bonds were issued and the line was reimbursed for the initial expenses. Each year, the line is renewed and includes a negotiated principal payment. The interest rate on this line is tax-exempt. There are no more draws available on the line and the balance owed is \$5,080,000.

Revolving Line (Operating):

This line of credit is to assist UCFAA with cash flow timing issues and opened in 2012. This line is currently in the amount of \$5,000,000 but must "rest" with a zero balance for fourteen consecutive days. The line was rested this year in March. The interest rate on this line is at taxable rate.

Issues to be Considered:

Construction Line: Interest rate is 79% of 30-day LIBOR Rate plus 1.34%; however, the LIBOR rate will not drop below 75 basis points for the purposes of calculating the rate. Principal payment of \$295,000 will be due on July 15, 2020.

Operating Line: Interest rate is 30-day LIBOR Rate plus 2.0%; however, the LIBOR rate will not drop below 75 basis points for the purposes of calculating the rate. The line is automatically paid down as deposits are made into UCFAA's operating accounts. UCFAA pays an unused fee of .45% on the average unused balance every quarter.

Alternatives to Decision:

Deny the renewal and allow the lines to expire. UCFAA would not have the funds available to pay off the reducing line and would be unable to take draws on the revolving line limiting the ability to pay for expenses in a timely manner.

Fiscal Impact and Source of Funding:

UCFAA budgets from its operating budget approximately \$295,000 in principal on the reducing line and \$230,000 in interest on both notes, and the unused fee on the operating line.

Recommended Action:

Approval of loan renewals.

Authority for Board of Trustees Action:

UCFAA Bylaws

UCFAA Board of Directors approved the renewal of the lines of credit on May 14, 2020

Approved by the Associate Vice President for Direct Support Organizations:

Reviewed by Margaret Jarrell-Cole, Esq., Associate Vice President for Direct Support Organizations

General Counsel Approval:

Reviewed by Jordan Clark, Associate General Counsel

Committee Chair or Chair of the Board approval:

Chair Alex Martins has approved adding this item to the agenda.

Submitted by:

Brad Stricklin, Executive Associate Athletics Director and Chief Financial Officer

Supporting Documentation:

Attachment A: Fifth Third Loan Documents

Facilitators/Presenters:

Brad Stricklin, Executive Associate Athletics Director and Chief Financial Officer

Attachment A

**RESOLUTIONS OF THE
BOARD OF DIRECTORS
OF
UCF ATHLETICS ASSOCIATION, INC,**

Adopted as of May 14, 2020

“WHEREAS, FIFTH THIRD BANK, NATIONAL ASSOCIATION (hereinafter referred to as the “Bank”) previously extended to **UCF ATHLETICS ASSOCIATION, INC.**, a Florida not-for-profit corporation (the “Association”), extensions of credit pursuant to (i) that certain Amended and Restated Loan Agreement dated as of December 31, 2013 (as further amended, supplemented or otherwise modified at any time or from time to time, the “Reducing Revolving Loan Agreement”) and the loans thereunder with a current outstanding principal amount of \$[5,080,000.00] (the “Reducing Revolving Loan”) evidenced by that certain Renewal Reducing Revolving Line of Credit Promissory Note dated December 31, 2013 in the original principal amount of \$6,774,999.53 made by the Association payable to the Bank (as further amended, supplemented, renewed or otherwise modified at any time or from time to time, the “Reducing Revolving Loan Note”), each are modified by that certain First Modification and Renewal of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 3, 2014, that certain Second Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 5, 2015, that certain Third Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 4, 2016, that certain Fourth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 3, 2017, that certain Fifth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of June 30, 2018, and that certain Sixth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 20, 2019 (collectively, as further amended, supplemented or otherwise modified at any time or from time to time, the “Reducing Revolving Loan Documents”), and (ii) that certain revolving loan (the “Operating Revolving Loan”) evidenced by that certain Revolving Note dated as of December 31, 2009 in the original principal amount of \$1,200,000.00 made by the Association and payable to the Bank, as amended and increased by that certain Renewal and Increase Revolving Note dated as of July 27, 2012 in the principal amount of \$2,000,000.00, as modified by that certain First Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 12, 2013, by that certain Second Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of December 31, 2013, by that certain Third Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 11, 2014, by that certain Fourth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 10, 2015, by that certain Fifth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 20, 2016, as modified and increased to the principal amount of \$5,000,000.00 by that certain Sixth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of July 3, 2017, as modified by that certain Seventh Modification of Renewal Revolving Note and Other Loan Documents dated as of June 30, 2018, and as modified by that certain Eighth Modification of Renewal Revolving Note and Other Loan Documents dated as of July 20, 2019 (as further amended, supplemented, renewed or otherwise modified at any time or from time to time, the “Operating Revolving Loan Note”, and collectively with the Reducing Revolving Loan Documents, the “Loan Documents”); and

WHEREAS, the Reducing Revolving Loan and the Operating Revolving Loan are currently secured, *inter alia*, by 100% of the student athletic fee receipts received by the Borrower from the University of Central Florida which are imposed by the University on its students pursuant to Florida law, and specifically Section 1009.24, Florida Statutes; and

WHEREAS, neither the Reducing Revolving Loan and the Operating Revolving Loan have matured and (a) the Association has requested the Bank to (i) extend the maturity of the Reducing Revolving Loan to July 18, 2021, and to make certain other amendments to the Reducing Revolving Loan Documents as set forth in that certain Seventh Modification of Renewal Reducing Revolving Line of Credit Promissory Note and other Loan Documents to be dated as of July 19, 2020 substantially in the form attached hereto as Exhibit A (the “Seventh Modification”), and (ii) extend the maturity of the Operating Revolving Loan to July 18, 2021, and to make certain other amendments to the Operating Revolving Loan Note as set forth in that certain Ninth Modification of Renewal Revolving Note and other Loan Documents to be dated as of July 19, 2020 substantially in the form attached hereto as Exhibit B (the “Ninth Modification”), and (b) the Bank has agreed to do so provided (x) the Association agrees to execute and deliver to the Bank the Seventh Modification and to perform its obligations thereunder, including without limitation making an annual principal payment on the Reducing Revolving Loan in the amount of \$295,000.00 on or before July 15, 2020, and making the other annual payments set forth in the principal payment schedule for each succeeding July 15 as set forth in the Seventh Modification, with the entire outstanding principal balance and all accrued interest due and payable on the maturity date (as the same may be further extended from time to time by the Bank), and (y) the Association agrees to execute and deliver to the Bank the Ninth Modification and to perform its obligations thereunder, including without limitation making the modified annual unused fees as set forth in the Ninth Modification, and (z) the Association agrees to execute and deliver to the Bank such other documents, instruments or agreements as may be requested or required by the Bank in connection therewith (collectively, the “Amendment Documents”); and

WHEREAS, it is in the best interests of the Association that the Loan Documents be so amended, modified and restated.

NOW, THEREFORE:

BE IT RESOLVED THAT this Association (a) ratifies and approves the modifications to the Reducing Revolving Loan and the Operating Revolving Loan as set forth in the Seventh Modification and the Ninth Modification, respectively, (b) agrees to execute and deliver with and to the Bank the Amendment Documents and such other documents, instruments or agreements as the Bank may request or require in connection therewith, and (c) authorizes the payment of the fees and expenses of the Bank charged or incurred in connection with the Amendment Documents and the transactions described therein and/or contemplated thereby; and

BE IT FURTHER RESOLVED THAT Dr. Daniel J. White, as the President of the Association, and Dr. Alexander Cartwright, as the Chairman of the Board of Directors of the Association (each, an “Authorized Representative”) be and they hereby each and all are authorized, empowered and directed in the name and on behalf of this Association, and with or without its corporate seal, to make, enter into, execute and deliver with and to the Bank the

Amendment Documents and any other instruments, documents or agreements which such Authorized Representative in his/her sole discretion deems necessary or appropriate and which may be requested or required by the Bank in connection with the Reducing Revolving Loan and the Operating Revolving Loan, the respective renewals thereof and the amendments thereto set forth in the Seventh Modification and the Ninth Modification, respectively, and to carry out and fulfill the purposes and intent of the Resolutions contained herein including, but not limited to, the documents and instruments set forth in these Resolutions; and

BE IT FURTHER RESOLVED THAT in regard to the matters set forth in these Resolutions, any one or more of the persons authorized to act on behalf of the Association pursuant to these Resolutions may continue to act on behalf of the Association in the future as to all matters relating to the Reducing Revolving Loan and the Operating Revolving Loan and the matters set forth in these Resolutions, including, without limitation, the execution and delivery of any additional documents to the Bank in connection with any further amendment, modification, renewal or extension of the Reducing Revolving Loan and the Operating Revolving Loan, without any requirement on the part of the Bank to obtain any additional certificate from any officer of the Association or for any further actions to be taken by this Board of Directors; and

BE IT FURTHER RESOLVED THAT the Secretary of the Association and/or any other officer of this Association be, and he or she hereby is, authorized and directed to furnish the Bank with a copy of the foregoing Resolutions and to certify the same, and to certify that the provisions of said Resolutions are in conformity with the Articles of Incorporation and Bylaws of this Association and that said Resolutions are in full force and effect and have not been rescinded or modified; and the Bank shall be indemnified and saved harmless by this Association from any and all claims, demands, expenses, costs and damages resulting from or growing out of honoring or relying on the signature or other authority (whether or not properly used) of any officer whose name and signature was so certified, or refusing to honor any signature or authority not so certified; and

BE IT FURTHER RESOLVED THAT the foregoing Resolutions are adopted in addition to, and not in replacement or limitation of, and shall not be limited by, any and all other Resolutions heretofore adopted by this Association governing any transaction with or involving the Bank, and the foregoing Resolutions contained herein shall continue in force until express written notice of their prospective rescission or modification, as to future transactions not then existing or committed for by the Bank, has been furnished to and received by the Bank; and

BE IT FURTHER RESOLVED THAT any and all prior and existing agreements and transactions by or on behalf of this Association with the Bank be and the same hereby are in all respects ratified, approved and confirmed.

Exhibit A to Resolutions

Form of Seventh Modification

See Attached.

Exhibit B to Resolutions

Form of Ninth Modification

See Attached.

**SEVENTH MODIFICATION OF
RENEWAL REDUCING REVOLVING LINE OF CREDIT PROMISSORY NOTE
AND OTHER LOAN DOCUMENTS**

THIS SEVENTH MODIFICATION OF RENEWAL REDUCING REVOLVING LINE OF CREDIT PROMISSORY NOTE AND OTHER LOAN DOCUMENTS (this “Modification”) is executed as of the 19th day of July, 2020, by and between **FIFTH THIRD BANK, NATIONAL ASSOCIATION** (“Lender”), whose address is 200 East Robinson Street, Suite 1000, Orlando, Florida 32801, and **UCF ATHLETICS ASSOCIATION, INC.**, a not-for-profit Florida corporation (“Borrower”), whose address is 4465 Knights Victory Way, Building 135, Orlando, Florida 32816.

WITNESSETH:

WHEREAS, Borrower is indebted to Lender under an \$[5,080,00.00] revolving line of credit loan (the “Loan”) as evidenced by that certain Renewal Reducing Revolving Line of Credit Promissory Note by Borrower in favor of Lender, effective as of December 31, 2013, as modified by that certain First Modification and Renewal of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 3, 2014, that certain Second Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 5, 2015, that certain Third Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 4, 2016, that certain Fourth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 3, 2017, that certain Fifth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of June 30, 2018, and that certain Sixth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 20, 2019 (collectively as modified, the “Note”), with a Maturity Date of July 19, 2020, pursuant to that certain Amended and Restated Loan Agreement, effective as of December 31, 2013 (as amended, supplemented or otherwise modified at any time or from time to time, the “Loan Agreement”) and other related loan documents (as the same may be amended, supplemented or otherwise modified at any time or from time to time, collectively, the “Loan Documents”); and

WHEREAS, the Loan is scheduled to mature on July 19, 2020 and the Borrower has requested the Lender to renew and extend the Loan through July 18, 2021 and the Lender has agreed to do so, provided the Borrower executes this Modification, including without limitation agreeing to the amendments set forth herein, and reaffirms the pledge of certain revenues available to the Borrower in favor of Lender for the payment of the Loan; and

WHEREAS, the Borrower and the Lender have agreed to modify the Note, the Loan Agreement and the Loan Documents upon the terms and conditions hereinafter set forth.

NOW THEREFORE, in consideration of the premises hereof, and the mutual covenants contained herein, and the sum of TEN AND 00/100 DOLLARS (\$10.00) in hand paid by the Borrower to the Lender, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Recitals. All of the foregoing recitations are true and correct and are hereby incorporated herein and made a part hereof.
2. Representations of Borrower. In order to induce Lender to enter into this Agreement, Borrower does hereby acknowledge, represent and warrant to and in favor of Lender that: (a) the indebtedness represented by the Note is due from Borrower to Lender in accordance with the terms of the Note as modified, free from any defense, claim, or right to set-off; (b) as of July 19, 2020, the outstanding principal balance of the Loan is \$[5,080,000.00] plus accrued and unpaid interest, (c) the principal payment on the Loan, due on July 15, 2020, in the amount of \$295,000.00, was paid by the Borrower on or before such date, and (d) there are no suits, judgments, bankruptcies or executions pending against Borrower in any court which could in any way materially affect Borrower's ability to make payments of obligations due on the Loan.
3. Modification of Loan Documents. The Note the Loan Agreement and/or the other Loan Documents are hereby modified as follows:
 - (a) The definition of the term "Maturity Date" in the first line of Section 1 of the Note is hereby amended by deleting "July 19, 2020" and inserting "July 18, 2021" in place thereof.
 - (b) The first paragraph of Section 2 of the Note is hereby amended and restated in its entirety as follows:

"2. INTEREST RATE. The principal sum outstanding shall bear interest at a floating rate per annum equal to 79% of the LIBOR Rate plus 1.34 percent (1.34%) (the "Interest Rate"). The term LIBOR Rate" means the rate of interest rounded upwards (the "Rounding Adjustment"), if necessary, to the next 1/8 of 1% (and adjusted for reserves if Lender is required to maintain reserves with respect to relevant advances) fixed by ICE Benchmark Administration Limited (or any successor thereto, or replacement thereof, approved by Lender, each, an "Alternate LIBOR Source") at approximately 11:00 a.m., London, England time (or the relevant time established by ICE Benchmark Administration Limited, an Alternate LIBOR Source, or Lender, as applicable), two (2) Business Days prior to such date of determination, relating to quotations for the one (1) month London InterBank Offered Rates on U.S. Dollar deposits, as displayed by Bloomberg LP (or any successor thereto, or replacement thereof, as approved by Lender, each an "Approved Bloomberg Successor"), or, if no longer displayed by Bloomberg LP (or any Approved Bloomberg Successor), such rate as shall be determined in good faith by Lender from such sources as it shall determine to be comparable to Bloomberg LP (or any Approved Bloomberg Successor), all as determined by Lender in accordance with this Note and Lender's loan systems and procedures periodically in effect. Notwithstanding anything to the contrary contained herein, in no event shall the LIBOR Rate be less

than 0.75% as of any date (the “LIBOR Rate Minimum”); *provided* that, at any time during which a Rate Management Agreement with Lender is then in effect with respect to all or a portion of the Obligations, the LIBOR Rate Minimum, the Rounding Adjustment and the Adjustment Protocol (as defined below) shall all be disregarded and no longer of any force and effect with respect to such portion of the Obligations subject to such Rate Management Agreement. Each determination by Lender of the LIBOR Rate shall be binding and conclusive in the absence of manifest error. The LIBOR Rate shall be determined as of the first day of the Interest Period and shall be effective until the last day of the Interest Period (the “First Adjustment Date”). The interest rate based upon the LIBOR Rate shall be adjusted automatically on the First Adjustment Date and on the first (1st) day of each month thereafter (the “Adjustment Protocol”). “Interest Period” shall mean a period of one (1) month, provided that no Interest Period shall extend beyond the Maturity Date.”

- (c) Section 3(b) of the Note is hereby amended and restated in its entirety as follows:

“(b) Principal Payments. Principal shall be payable on the following dates, in the following amounts (assuming the Maturity Date continues to be extended for successive Extension Periods as hereinafter provided):

DATE	AMOUNT
07/15/2021	\$305,000
07/15/2022	\$320,000
07/15/2023	\$330,000
07/15/2024	\$345,000
07/15/2025	\$360,000
07/15/2026	\$370,000
07/15/2027	\$385,000
07/15/2028	\$400,000
07/15/2029	\$420,000
07/15/2030	\$435,000
07/15/2031	\$450,000
07/15/2032	\$470,000
07/15/2033	\$490,000”

- (d) Section 20 of the Note is hereby amended and restated in its entirety as follows:

“21. **LIBOR REPLACEMENT PROVISIONS**. In the event that the LIBOR Rate ceases to be published or made available, the Interest Rate hereunder will be based on the Base Rate or other replacement index, and any applicable margin adjusted, in each case as determined in accordance with the following provisions.

(A) Temporary Inability: In the event, prior to commencement of any Interest Period, Lender shall determine that: (i) deposits in U.S. Dollars (in the applicable

amounts) are not being offered to it in the London Interbank Offered Rate market for such Interest Period, (ii) by reason of circumstances affecting the London Interbank Offered Rate Market adequate and reasonable methods do not exist for ascertaining the LIBOR Rate, (iii) the LIBOR Rate as determined by Lender will not adequately and fairly reflect the cost to Lender of funding Borrowings evidenced by this Note for such Interest Period, or (iv) the making or funding of Borrowings evidenced by this Note become impracticable; then, Lender shall promptly provide notice of such determination to Borrower (which shall be conclusive and binding on Borrower), and (x) any request for a Borrowing under this Note or for a continuation of an outstanding Borrowing evidenced by this Note shall be automatically withdrawn and shall be deemed a request for a Borrowing or continuation based on the Base Rate, (y) each outstanding Borrowing evidenced by this Note will automatically, on the last day of the then current Interest Period relating thereto, accrue interest at the Interest Rate based on the Base Rate, and (z) the obligations of Lender to make Borrowings under this Note shall be suspended until Lender determines that the circumstances giving rise to such suspension no longer exist, in which event Lender shall so notify Borrower,

(B) Permanent Inability: (i) In the event, Lender shall determine (which determination shall be deemed presumptively correct absent manifest error) that:

(a) the circumstances set forth in the immediately preceding paragraph have arisen and such circumstances are unlikely to be temporary;

(b) a public statement or publication of information (1) by or on behalf of ICE Benchmark Administration Limited (or any Alternate LIBOR Source) (the "LIBOR Administrator"); or by the regulatory supervisor for the LIBOR Administrator, the U.S. Federal Reserve System, an insolvency official with jurisdiction over the LIBOR Administrator, a resolution authority with jurisdiction over the LIBOR Administrator, or a court or an entity with similar insolvency or resolution authority over the LIBOR Administrator; in each case which states that such LIBOR Administrator has ceased or will cease to provide the LIBOR Rate, permanently or indefinitely, provided that, at the time of the statement or publication, there is no successor LIBOR Administrator that will continue to provide the LIBOR Rate, (2) by the LIBOR Administrator that it has invoked or will invoke, permanently or indefinitely, its insufficient submissions policy, or (3) by the regulatory supervisor for the LIBOR Administrator or any Governmental Authority having jurisdiction over Lender announcing that the LIBOR Rate is no longer representative or may no longer be used;

(c) a LIBOR Rate is not published by the LIBOR Administrator for five (5) consecutive Business Days and such failure is not the result of a temporary moratorium, embargo or disruption declared by the LIBOR Administrator or by the regulatory supervisor for the LIBOR Administrator; or

(d) a new index rate has become a widely-recognized replacement benchmark rate for the LIBOR Rate in newly originated loans denominated in U.S. Dollars in the U.S. market;

then Lender may, in its sole discretion, amend this Note and any other applicable Loan Document as described below to replace the LIBOR Rate with an alternative benchmark rate, and to modify the applicable margins and make other related amendments, in each case giving due consideration to any evolving or then existing convention for similar US Dollar-denominated credit facilities, or any selection, endorsement or recommendation by a relevant governmental body with respect to such facilities.

(ii) Lender shall provide notice to Borrower of an amendment of this Note and any other applicable Loan Document to reflect the replacement index, adjusted margins and such other related amendments as may be appropriate, in the sole discretion of Lender, for the implementation and administration of the replacement index-based rate. Notwithstanding anything to the contrary in this Note or the other Loan Documents, such amendment shall become effective without any further action or consent of any other party to this Note or other applicable Loan Document upon delivery of notice to Borrower.

(iii) For the avoidance of doubt, following the date when a determination is made pursuant to clause (B)(i), above, and until a replacement index has been selected and implemented in accordance with the terms and conditions of clause (B)(i) and (ii), at Lender's election, all outstanding Borrowings under this Note shall accrue interest at, and the Interest Rate shall be, equal to the Base Rate.

(C) Notwithstanding anything to the contrary contained herein, if at any time the replacement index is less than 0.75%, then at such times, such index shall be deemed to be 0.75% for purposes of this Note.

“Base Rate” means, for any day, a rate per annum equal to the greater of (i) the Prime Rate in effect on such day and (ii) the Federal Funds Effective Rate in effect on such day plus ½ of 1%. Any change in the Base Rate due to a change in the Prime Rate or the Federal Funds Effective Rate shall be effective on the effective day of such change in the Prime Rate or the Federal Funds Effective Rate, respectively.

“Prime Rate” means the rate of interest quoted in the print edition of *The Wall Street Journal*, Money Rates Section, as the U.S. Prime Rate (currently defined as the base rate on corporate loans posted by at least 75% of the nation's thirty (30) largest banks), as in effect from time to time. The Prime Rate is a reference rate and does not necessarily represent the lowest or best rate actually charged to any customer. Lender may make commercial loans or other loans at rates of interest at, above or below the Prime Rate.

“Federal Funds Effective Rate” means for any day, the rate per annum (expressed, as a decimal, rounded upwards, if necessary, to the next higher 1/100 of 1%) equal to the weighted average of the rates on overnight federal funds transactions with members of the Federal Reserve System arranged by federal funds brokers on such day, as published by the Federal Reserve Bank of New York on the Business Day next succeeding such day; provided, (i) if such day is not a Business Day, the Federal Funds Rate for such day shall be such rate on such

transactions on the next preceding Business Day as so published on the next succeeding Business Day, and (ii) if no such rate is so published on such next succeeding Business Day, the Federal Funds Rate for such day shall be the average rate charged to Lender on such day on such transactions as determined by Lender.”

4. Reaffirmation of Revenue Pledge. The Borrower hereby reaffirms the pledge of the Collateral as defined in the Loan Documents, including without limitation all student athletic fee revenues from the University of Central Florida, and agrees and confirms that said pledge remains in full force and effect and continues to secure the Loan. Further, the Borrower represents to the Lender that the Board of Trustees of the University of Central Florida has not rescinded or modified the pledge by the Borrower of the Collateral to the repayment of the Loan.
5. **WAIVER OF JURY TRIAL. BY THE EXECUTION HEREOF, BORROWER AND LENDER HEREBY KNOWINGLY, VOLUNTARILY AND INTENTIONALLY AGREE, THAT:**
 - (a) **NEITHER THE BORROWER NOR LENDER, NOR ANY ASSIGNEE, SUCCESSOR, HEIR OR LEGAL REPRESENTATIVE OF ANY OF THE SAME SHALL SEEK A JURY TRIAL IN ANY LAWSUIT, PROCEEDING, COUNTERCLAIM, OR ANY OTHER LITIGATION PROCEDURE ARISING FROM OR BASED UPON THIS MODIFICATION OR ANY LOAN DOCUMENT EVIDENCING, SECURING OR RELATING TO THE OBLIGATIONS OR TO THE DEALINGS OR RELATIONSHIP BETWEEN OR AMONG THE PARTIES THERETO;**
 - (b) **NEITHER THE BORROWER NOR LENDER SHALL SEEK TO CONSOLIDATE ANY SUCH ACTION, IN WHICH A JURY TRIAL HAS BEEN WAIVED, WITH ANY OTHER ACTION IN WHICH A JURY TRIAL HAS NOT BEEN OR CANNOT BE WAIVED;**
 - (c) **THE PROVISIONS OF THIS PARAGRAPH HAVE BEEN FULLY NEGOTIATED BY THE PARTIES HERETO, AND THESE PROVISIONS SHALL BE SUBJECT TO NO EXCEPTIONS;**
 - (d) **NEITHER THE BORROWER NOR LENDER HAS IN ANY WAY AGREED WITH OR PRESENTED TO ANY OTHER PARTY THAT THE PROVISIONS OF THIS PARAGRAPH WILL NOT BE FULLY ENFORCED IN ALL INSTANCES; AND**
 - (e) **THIS PROVISION IS A MATERIAL INDUCEMENT FOR LENDER TO ENTER INTO THIS MODIFICATION AND SHALL RUN TO THE BENEFIT OF LENDER AND BORROWER ONLY AND SHALL NOT BENEFIT ANY THIRD PARTIES.**

6. Fees. Borrower agrees that all costs and expenses associated with the execution and delivery of this Agreement, including, but not limited to, the Lender's attorney's fees, and documentary stamp fee and intangible taxes, if applicable, (together with all interest and penalties thereon, if any) and other related expenses, plus accrued interest on the Loan, shall be paid by Borrower on or before the effective date of this Modification. Borrower agrees to defend, indemnify, and hold harmless the Lender from and against any and all such costs and expenses, and agrees that the Lender shall not in any way be held liable for such costs and expenses.
7. Conditions to Effectiveness. This Modification and the effectiveness of the provisions hereof shall be conditioned upon (i) the accuracy of the representations of the Borrower set forth in Section 2 above and each of the other representations and warranties set forth in the other Loan Documents, in each case as of the effective date hereof, (ii) payment of the fees and expenses set forth in Section 6 above, (iii) receipt by the Lender of a certificate of status issued by the Secretary of State of Florida not earlier than fifteen (15) business days prior to the effective date hereof and satisfactory results of lien searches and other due diligence conducted by the Lender in its discretion, (iv) execution and delivery by the Borrower of this Modification and the Certificate of Organizational Documents, Resolutions and Incumbency as of the date of execution of this Modification, and (v) any other agreement, certificate, instrument or other document reasonably required by the Lender.
8. Miscellaneous. Except for the changes and modifications effected hereby, it is expressly agreed that the Loan Documents shall remain in full force and effect in strict accordance with the terms thereof, and nothing herein contained shall affect or be construed to affect the other Loan Documents, or to release or affect the liability of any party or parties who may now or hereafter be liable under or on account of the Loan Documents. This Modification constitutes the complete agreement between the parties hereto and incorporates all prior discussions, agreements and representations made in regard to the matters set forth herein. This Modification shall be binding upon and shall inure to the benefit of, the heirs, executors, administrators, personal representatives, successors and assigns of the parties hereto. This Modification shall be governed by and interpreted in accordance with the laws of the State of Florida.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties to this Modification have executed this Modification in a manner and form sufficient to bind them as of the day and year first above written.

LENDER:

FIFTH THIRD BANK, NATIONAL ASSOCIATION

By: _____

Name: Steven Wortman

Title: Vice President

BORROWER:

UCF ATHLETICS ASSOCIATION, INC., a

Florida not-for-profit corporation

By: _____

Name: Dr. Alexander Cartwright

Title: Chairman

**NINTH MODIFICATION OF
RENEWAL REVOLVING NOTE
AND OTHER LOAN DOCUMENTS**

THIS NINTH MODIFICATION OF RENEWAL REVOLVING NOTE AND OTHER LOAN DOCUMENTS (this “Modification”) is executed as of the 19th day of July, 2020, by and between **FIFTH THIRD BANK, NATIONAL ASSOCIATION** (“Lender”), whose address is 200 East Robinson Street, Suite 1000, Orlando, Florida 32801, and **UCF ATHLETICS ASSOCIATION, INC.**, a Florida not-for-profit corporation (“Borrower”), whose address is 4465 Knights Victory Way, Building 135, Orlando, Florida 32816.

WITNESSETH:

WHEREAS, Borrower is indebted to Lender under a \$5,000,000.00 revolving line of credit loan (the “Loan”) as evidenced by that certain Renewal and Increase Revolving Note executed by Borrower in favor of Lender, effective as of July 27, 2012, as modified by that certain First Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 12, 2013, by that certain Second Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of December 31, 2013, by that certain Third Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 11, 2014, by that certain Fourth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 10, 2015, by that certain Fifth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 20, 2016, by that certain Sixth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of July 3, 2017, by that certain Seventh Modification of Renewal Revolving Note and Other Loan Documents dated as of June 30, 2018, and by that certain Eighth Modification of Renewal Revolving Note and Other Loan Documents dated as of July 20, 2019 (collectively as modified, the “Note”), with a Maturity Date of July 19, 2020, and other related loan documents (as the same may be amended, supplemented or otherwise modified at any time or from time to time, collectively, the “Loan Documents”); and

WHEREAS, in accordance with the terms of the Note, the Borrower has requested the Lender to renew and extend the Loan for an additional Extension Period to July 18, 2021, and the Lender has agreed to do so, provided the Borrower executes this Modification and reaffirms and amends the pledge of collateral securing the Loan as set forth herein.

NOW THEREFORE, in consideration of the premises hereof, and the mutual covenants contained herein, and the sum of TEN AND 00/100 DOLLARS (\$10.00) in hand paid by Borrower to Lender, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Recitals. All of the foregoing recitations are true and correct and are hereby incorporated herein and made a part hereof.
2. Representations of Borrower. In order to induce Lender to enter into this Agreement, Borrower does hereby acknowledge, represent and warrant to and in favor of Lender that: (a) the indebtedness represented by the Note is due from

Borrower to Lender in accordance with the terms of the Note as modified, free from any defense, claim, or right to set-off; (b) as of July 19, 2020, the outstanding principal balance was \$[●], and (c) there are no suits, judgments, bankruptcies or executions pending against Borrower in any court which could in any way materially affect Borrower's ability to make payments of obligations due on the Loan.

3. Amendments to Note. The Note and the other Loan Documents are hereby amended as of the date of this Modification as follows:
 - (a) The definition of the term "Maturity Date" in the first line of Section 1 of the Note is hereby amended by deleting "July 19, 2020" and inserting "July 18, 2021" in place thereof.
 - (b) The fourth (4th) paragraph of Section 4 of the Note is hereby amended and restated in its entirety as follows:

"The principal sum outstanding shall bear interest at a floating rate per annum equal to the LIBOR Rate plus 2.0 percent (2.0%) (the "Interest Rate"). The term "LIBOR Rate" means the rate of interest rounded upwards (the "Rounding Adjustment"), if necessary, to the next 1/8 of 1% (and adjusted for reserves if Lender is required to maintain reserves with respect to relevant advances) fixed by ICE Benchmark Administration Limited (or any successor thereto, or replacement thereof, approved by Lender, each an "Alternate LIBOR Source") at approximately 11:00 a.m., London, England time (or the relevant time established by ICE Benchmark Administration Limited, an Alternate LIBOR Source, or Lender, as applicable), two (2) Business Days prior to such date of determination, relating to quotations for the one month London InterBank Offered Rates on U.S. Dollar deposits, as displayed by Bloomberg LP (or any successor thereto, or replacement thereof, as approved by Lender, each an "Approved Bloomberg Successor"), or, if no longer displayed by Bloomberg LP (or any Approved Bloomberg Successor), such rate as shall be determined in good faith by Lender from such sources as it shall determine to be comparable to Bloomberg LP (or any Approved Bloomberg Successor), all as determined by Lender in accordance with this Note and Lender's loan systems and procedures periodically in effect. Notwithstanding anything to the contrary contained herein, in no event shall the LIBOR Rate be less than 0.75% as of any date (the "LIBOR Rate Minimum"); provided that, at any time during which a Rate Management Agreement with Lender is then in effect with respect to all or a portion of the Obligations, the LIBOR Rate Minimum, the Rounding Adjustment and the Adjustment Protocol (as defined below) shall all be disregarded and no longer of any force and effect with respect to such portion of the Obligations subject to such Rate Management Agreement. Each determination by Lender of the LIBOR Rate shall be binding and conclusive in the absence of manifest error. The LIBOR Rate shall be initially determined as of the date of the initial advance of funds to Borrower under this Note and shall be effective until the first (1st) Business Day of the month following the period commencing on the date of such initial advance

(such first (1st) Business Day being the “First Adjustment Date”). The interest rate based upon the LIBOR Rate shall be adjusted automatically on the First Adjustment Date and on the first (1st) Business Day of each month thereafter (the “Adjustment Protocol”).”

- (c) Section 21 of the Note is hereby amended and restated in its entirety as follows:

“21. **LIBOR REPLACEMENT PROVISIONS.** In the event that the LIBOR Rate ceases to be published or made available, the Interest Rate hereunder will be based on the Base Rate or other replacement index, and any applicable margin adjusted, in each case as determined in accordance with the following provisions.

(A) Temporary Inability: In the event, prior to commencement of any Interest Period, Lender shall determine that: (i) deposits in U.S. Dollars (in the applicable amounts) are not being offered to it in the London Interbank Offered Rate market for such Interest Period, (ii) by reason of circumstances affecting the London Interbank Offered Rate Market adequate and reasonable methods do not exist for ascertaining the LIBOR Rate, (iii) the LIBOR Rate as determined by Lender will not adequately and fairly reflect the cost to Lender of funding Borrowings evidenced by this Note for such Interest Period, or (iv) the making or funding of Borrowings evidenced by this Note become impracticable;

then, Lender shall promptly provide notice of such determination to Borrower (which shall be conclusive and binding on Borrower), and (x) any request for a Borrowing under this Note or for a continuation of an outstanding Borrowing evidenced by this Note shall be automatically withdrawn and shall be deemed a request for a Borrowing or continuation based on the Base Rate, (y) each outstanding Borrowing evidenced by this Note will automatically, on the last day of the then current Interest Period relating thereto, accrue interest at the Interest Rate based on the Base Rate, and (z) the obligations of Lender to make Borrowings under this Note shall be suspended until Lender determines that the circumstances giving rise to such suspension no longer exist, in which event Lender shall so notify Borrower,

(B) Permanent Inability: (i) In the event, Lender shall determine (which determination shall be deemed presumptively correct absent manifest error) that:

(a) the circumstances set forth in the immediately preceding paragraph have arisen and such circumstances are unlikely to be temporary;

(b) a public statement or publication of information (1) by or on behalf of ICE Benchmark Administration Limited (or any Alternate LIBOR Source) (the “LIBOR Administrator”); or by the regulatory supervisor for the LIBOR Administrator, the U.S. Federal Reserve System, an insolvency official with jurisdiction over the LIBOR Administrator, a resolution authority with jurisdiction over the LIBOR Administrator, or a court or an entity with similar insolvency or resolution authority over the LIBOR Administrator; in each case which states that such LIBOR Administrator has ceased or will cease to provide the LIBOR Rate, permanently or indefinitely, provided that, at the time of the statement or publication, there is no successor LIBOR Administrator that will

continue to provide the LIBOR Rate, (2) by the LIBOR Administrator that it has invoked or will invoke, permanently or indefinitely, its insufficient submissions policy, or (3) by the regulatory supervisor for the LIBOR Administrator or any Governmental Authority having jurisdiction over Lender announcing that the LIBOR Rate is no longer representative or may no longer be used;

(c) a LIBOR Rate is not published by the LIBOR Administrator for five (5) consecutive Business Days and such failure is not the result of a temporary moratorium, embargo or disruption declared by the LIBOR Administrator or by the regulatory supervisor for the LIBOR Administrator; or

(d) a new index rate has become a widely-recognized replacement benchmark rate for the LIBOR Rate in newly originated loans denominated in U.S. Dollars in the U.S. market;

then Lender may, in its sole discretion, amend this Note and any other applicable Loan Document as described below to replace the LIBOR Rate with an alternative benchmark rate, and to modify the applicable margins and make other related amendments, in each case giving due consideration to any evolving or then existing convention for similar US Dollar-denominated credit facilities, or any selection, endorsement or recommendation by a relevant governmental body with respect to such facilities.

(ii) Lender shall provide notice to Borrower of an amendment of this Note and any other applicable Loan Document to reflect the replacement index, adjusted margins and such other related amendments as may be appropriate, in the sole discretion of Lender, for the implementation and administration of the replacement index-based rate. Notwithstanding anything to the contrary in this Note or the other Loan Documents, such amendment shall become effective without any further action or consent of any other party to this Note or other applicable Loan Document upon delivery of notice to Borrower.

(iii) For the avoidance of doubt, following the date when a determination is made pursuant to clause (B)(i), above, and until a replacement index has been selected and implemented in accordance with the terms and conditions of clause (B)(i) and (ii), at Lender's election, all outstanding Borrowings under this Note shall accrue interest at, and the Interest Rate shall be, equal to the Base Rate.

(C) Notwithstanding anything to the contrary contained herein, if at any time the replacement index is less than 0.75%, then at such times, such index shall be deemed to be 0.75% for purposes of this Note.

“Base Rate” means, for any day, a rate per annum equal to the greater of (i) the Prime Rate in effect on such day and (ii) the Federal Funds Effective Rate in effect on such day plus $\frac{1}{2}$ of 1%. Any change in the Base Rate due to a change in the Prime Rate or the Federal Funds Effective Rate shall be effective on the effective day of such change in the Prime Rate or the Federal Funds Effective Rate, respectively.

“Prime Rate” means the rate of interest quoted in the print edition of *The Wall Street Journal*, Money Rates Section, as the U.S. Prime Rate (currently defined as

the base rate on corporate loans posted by at least 75% of the nation's thirty (30) largest banks), as in effect from time to time. The Prime Rate is a reference rate and does not necessarily represent the lowest or best rate actually charged to any customer. Lender may make commercial loans or other loans at rates of interest at, above or below the Prime Rate.

"Federal Funds Effective Rate" means for any day, the rate per annum (expressed, as a decimal, rounded upwards, if necessary, to the next higher 1/100 of 1%) equal to the weighted average of the rates on overnight federal funds transactions with members of the Federal Reserve System arranged by federal funds brokers on such day, as published by the Federal Reserve Bank of New York on the Business Day next succeeding such day; provided, (i) if such day is not a Business Day, the Federal Funds Rate for such day shall be such rate on such transactions on the next preceding Business Day as so published on the next succeeding Business Day, and (ii) if no such rate is so published on such next succeeding Business Day, the Federal Funds Rate for such day shall be the average rate charged to Lender on such day on such transactions as determined by Lender."

4. Reaffirmation of Pledge. Borrower hereby acknowledges, agrees and reaffirms that the following collateral secures Borrower's obligations under the Loan: 100% of the student athletic fee receipts received by the Borrower from the University of Central Florida which are imposed by the University on its students pursuant to Florida law, and specifically Section 1009.24, Florida Statutes (which collateral also secures the Borrower's obligations under that certain Renewal Reducing Revolving Line of Credit Promissory Note by Borrower in favor of Lender, effective as of December 31, 2013, as amended and modified (the "Renewal Reducing Note")). Borrower hereby agrees and confirms that said pledge remains in full force and effect and continues to secure the Renewal Reducing Note and the Loan. Further, the Borrower represents to the Lender that the Board of Trustees of the University of Central Florida has not rescinded or modified the pledge by the Borrower of the Collateral to the repayment of the Renewal Reducing Note and the Loan.
5. **WAIVER OF JURY TRIAL. BY THE EXECUTION HEREOF, BORROWER AND LENDER HEREBY KNOWINGLY, VOLUNTARILY AND INTENTIONALLY AGREE, THAT:**
 - (A) **NEITHER THE BORROWER NOR LENDER, NOR ANY ASSIGNEE, SUCCESSOR, HEIR OR LEGAL REPRESENTATIVE OF ANY OF THE SAME SHALL SEEK A JURY TRIAL IN ANY LAWSUIT, PROCEEDING, COUNTERCLAIM, OR ANY OTHER LITIGATION PROCEDURE ARISING FROM OR BASED UPON THIS MODIFICATION OR ANY LOAN DOCUMENT EVIDENCING, SECURING OR RELATING TO THE OBLIGATIONS OR TO THE DEALINGS OR RELATIONSHIP BETWEEN OR AMONG THE PARTIES THERETO;**

- (B) **NEITHER THE BORROWER NOR LENDER SHALL SEEK TO CONSOLIDATE ANY SUCH ACTION, IN WHICH A JURY TRIAL HAS BEEN WAIVED, WITH ANY OTHER ACTION IN WHICH A JURY TRIAL HAS NOT BEEN OR CANNOT BE WAIVED;**
 - (C) **THE PROVISIONS OF THIS PARAGRAPH HAVE BEEN FULLY NEGOTIATED BY THE PARTIES HERETO, AND THESE PROVISIONS SHALL BE SUBJECT TO NO EXCEPTIONS;**
 - (D) **NEITHER THE BORROWER NOR LENDER HAS IN ANY WAY AGREED WITH OR PRESENTED TO ANY OTHER PARTY THAT THE PROVISIONS OF THIS PARAGRAPH WILL NOT BE FULLY ENFORCED IN ALL INSTANCES; AND**
 - (E) **THIS PROVISION IS A MATERIAL INDUCEMENT FOR LENDER TO ENTER INTO THIS MODIFICATION AND SHALL RUN TO THE BENEFIT OF LENDER AND BORROWER ONLY AND SHALL NOT BENEFIT ANY THIRD PARTIES.**
6. Fees. Borrower agrees that all costs and expenses associated with the execution and delivery of this Agreement, including, but not limited to, attorney's fees, loan fees, and documentary stamp and intangible tax, if applicable, (together with all interest and penalties thereon, if any) and other related expenses, plus accrued interest on the Loan, shall be paid by Borrower on or before the effective date of this Modification. Borrower agrees to defend, indemnify, and hold harmless the Lender from and against any and all such costs and expenses, and agrees that the Lender shall not in any way be held liable for such costs and expenses.
7. Conditions to Effectiveness. This Modification and the effectiveness of the provisions hereof shall be conditioned upon (i) the accuracy of the representations of the Borrower set forth in Section 2 above and each of the other representations and warranties set forth in the other Loan Documents, in each case as of the effective date hereof, (ii) payment of the fees and expenses set forth in Section 6 above, (iii) receipt by the Lender of a certificate of status issued by the Secretary of State of Florida not earlier than fifteen (15) business days prior to the effective date hereof and satisfactory results of lien searches and other due diligence conducted by the Lender in its discretion, (iv) execution and delivery by the Borrower of this Modification and the Certificate of Organizational Documents, Resolutions and Incumbency as of the date of execution of this Modification, and (v) any other agreement, certificate, instrument or other document reasonably required by the Lender.
8. Miscellaneous. Except for the changes and modifications effected hereby, it is expressly agreed that the Loan Documents shall remain in full force and effect in strict accordance with the terms thereof, and nothing herein contained shall affect or be construed to affect the other Loan Documents, or to release or affect the liability of any party or parties who may now or hereafter be liable under or on

account of the Loan Documents. This Modification constitutes the complete agreement between the parties hereto and incorporates all prior discussions, agreements and representations made in regard to the matters set forth herein. This Modification shall be binding upon and shall inure to the benefit of, the heirs, executors, administrators, personal representatives, successors and assigns of the parties hereto. This Modification shall be governed by and interpreted in accordance with the laws of the State of Florida. Capitalized terms used but not defined herein shall have the meanings given to such terms in the Note.

[Signature Page Follows]

IN WITNESS WHEREOF, the parties to this Modification have executed this Modification in a manner and form sufficient to bind them as of the day and year first above written.

LENDER:

FIFTH THIRD BANK, NATIONAL ASSOCIATION

By: _____

Name: Steven Wortman

Title: Vice President

BORROWER:

UCF ATHLETICS ASSOCIATION, INC., a

Florida not-for-profit corporation

By: _____

Name: Dr. Alexander Cartwright

Title: Chairman

**CERTIFICATE OF ORGANIZATIONAL DOCUMENTS,
RESOLUTIONS AND INCUMBENCY**

As of July 19, 2020

This Certificate is delivered in connection with the renewal, extension and modification of certain existing extensions of credit by **FIFTH THIRD BANK**, an Ohio banking corporation (the “Bank”) to **UCF ATHLETICS ASSOCIATION, INC.**, a Florida not-for-profit corporation (the “Association”) pursuant to (i) that certain Amended and Restated Loan Agreement dated as of December 31, 2013 (as further amended, supplemented or otherwise modified at any time or from time to time, the “Reducing Revolving Loan Agreement”) and the loans thereunder with a current outstanding principal amount of \$[5,080,000.00] (the “Reducing Revolving Loan”) evidenced by that certain Renewal Reducing Revolving Line of Credit Promissory Note dated December 31, 2013 in the original principal amount of \$6,774,999.53 made by the Association payable to the Bank (as further amended, supplemented, renewed or otherwise modified at any time or from time to time, the “Reducing Revolving Loan Note”), each are modified by that certain First Modification and Renewal of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 3, 2014, that certain Second Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 5, 2015, that certain Third Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 4, 2016, that certain Fourth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of July 3, 2017, that certain Fifth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated to be effective as of June 30, 2018, and that certain Sixth Modification of Renewal Reducing Revolving Line of Credit Promissory Note and Other Loan Documents dated as of July 20, 2019 (collectively, as further amended, supplemented or otherwise modified at any time or from time to time, the “Reducing Revolving Loan Documents”), and (ii) that certain revolving line of credit loan (the “Operating Revolving Loan”) evidenced by that certain Revolving Note dated as of December 31, 2009 in the principal amount of \$1,200,000.00 made by the Association and payable to the Bank, as amended and increased by that certain Renewal and Increase Revolving Note dated as of July 27, 2012 in the principal amount of \$2,000,000.00, as modified by that certain First Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 12, 2013, by that certain Second Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of December 31, 2013, by that certain Third Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 11, 2014, by that certain Fourth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 10, 2015, by that certain Fifth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of June 20, 2016, as modified and increased to the principal amount of \$5,000,000.00 by that certain Sixth Modification of Renewal and Increase Revolving Note and Other Loan Documents dated as of July 3, 2017, as modified by that certain Seventh Modification of Renewal Revolving Note and Other Loan Documents dated as of June 30, 2018, and as modified by that certain Eighth Modification of Renewal Revolving Note and Other Loan Documents dated as of July 20, 2019 (as further amended, supplemented, renewed or otherwise modified at any time or from time to time, the “Operating Revolving Loan Note”, and collectively with the Reducing Revolving Loan Documents, the “Loan Documents”).

The undersigned hereby certify that, as of the date hereof, they hold the offices of the Association set forth underneath their names, that they have the authority to execute this Certificate on behalf of the Association and that:

1. The copy of the Articles of Incorporation of the Association attached hereto as **Exhibit “A”** is a true, correct and complete copy of the Articles of Incorporation of the Association, and except as reflected in **Exhibit “A”** has not been further amended, modified or supplemented as of the date hereof;

2. The copy of the Bylaws of the Association attached hereto as **Exhibit "B"** is a true, correct and complete copy of the Bylaws of the Association, and except as reflected in **Exhibit "B"** has not been further amended, modified or supplemented as of the date hereof;
3. Said Articles of Incorporation and Bylaws have not been rescinded or modified and continue in full force and effect as of the date hereof and no proceedings are pending for the forfeiture of said Articles of Incorporation or for the Association's dissolution, voluntarily or involuntarily;
4. The Association is duly organized and its status is active under the laws of the State of Florida and attached hereto as **Exhibit "C"** is a certificate of the Secretary of the State of the State of Florida attesting to the active status of the Association;
5. Attached hereto as **Exhibit "D"** is a true, correct and complete copy of the resolutions (the "**Resolutions**"), duly adopted by the Board of Directors of the Association on May 14, 2020; that said resolutions were adopted in conformity with the Articles of Incorporation and Bylaws of the Association; that said Resolutions have not been amended, modified or rescinded and remain in full force and effect as of the date hereof; that there is no provision in the Articles of Incorporation or Bylaws of the Association limiting the power of the Board of Directors to pass the Resolutions; and that we can certify to the minutes of the Board of Directors;
6. All franchise and other taxes required to maintain the Association's corporate existence have been paid when due and none of such taxes are delinquent; the Association has all requisite power to carry on its business as it presently being conducted and as proposed to be conducted;
7. The Association has not been served with notice of any suits or proceedings pending in any court of law or before any regulatory agency, commission, board or other administrative governmental agency against or affecting the Association which would have a materially adverse effect on the Association's ability to meet its obligations under the terms of the documents executed or to be executed in connection with the transactions contemplated in the Resolutions and to the best knowledge of the undersigned, none are threatened that have not been reflected on the most recent financial statements of the Association provided to the Bank;
8. To the best knowledge of the undersigned, the Association is not the subject of any judgment or order of any governmental agency or entity or any court of law, which would have a materially adverse effect on the Association's ability to meet its obligations hereunder or under any of the Loan Documents;
9. The Association has, as of the date hereof, complied with all of its duties and obligations and all of the conditions set forth in the Reducing Revolving Loan Agreement, the Operating Revolving Loan Note and each of the other Loan Documents executed by the Association in connection therewith;
10. That no default or event of default under the Reducing Revolving Loan Documents, the Operating Revolving Loan Note or any of the other Loan Documents executed and delivered by the Association to and in favor of the Bank and no condition, event, act or omission which, with the giving of notice or the lapse of time or both, would constitute a default or event of default under the Reducing Revolving Loan Documents, the Operating Revolving Loan Note or any of such other Loan Documents has occurred and is continuing or exists as of the date hereof; and
11. Each of the following persons listed below is the duly elected, qualified and acting incumbent of the office of the Association set forth opposite his name below, and the signature appearing opposite his name is his true and genuine signature, as the same may appear on documents executed pursuant to the Resolutions:

<u>Name</u>	<u>Signature</u>	<u>Office</u>
Dr. Daniel J. White	_____	President
Dr. Alexander Cartwright	_____	Chairman

[Signature Page Follows]

IN WITNESS WHEREOF, we have hereunto set our hands as President and Secretary, respectively, of the Association, effective as of the date first written above.

UCF ATHLETICS ASSOCIATION, INC.

By: _____
Name: Dr. Daniel J. White
Title: President

By: _____
Name: Dr. Alexander Cartwright
Title: Chairman

[Signature Page to Certificate of Organizational Documents, Resolutions and Incumbency]

EXHIBIT “A”

Articles of Incorporation

See Attached.

EXHIBIT “B”

Bylaws

See Attached.

EXHIBIT “C”

Certificate of Good Standing

See Attached.

EXHIBIT “D”

Resolutions

See Attached.

ITEM: FF-7

UCF BOARD OF TRUSTEES

June 18, 2020

Title: UCF Lake Nona Cancer Center: Amended and Restated Master Lease

Background:

On August 27, 2018, the University of Central Florida Real Estate Foundation, L.L.C. (UCFREF) purchased from Orange County the former Sanford Burnham Prebys property in Lake Nona, now named the UCF Lake Nona Cancer Center. Through a “Master Lease,” UCFREF immediately leased the property to the University of Central Florida (UCF) for the development of a comprehensive cancer research and treatment center, which will include wet lab space for UCF COM cancer research, with clinical research and oncology services to be provided by private partners. On December 1, 2018, UCF sublet approximately 80,000 rentable square feet of the building to UCF Academic Health, Inc. (UCFAH) so that UCFAH could develop partnerships and sub-subleases with private sub-tenants. The UCF Board of Trustees approved the original Master Lease on August 21, 2018. The administrative teams of UCFREF, UCF and UCFAH have worked together to propose amended and restated terms of the Master Lease.

The purpose of the proposed amendments to the Master Lease between UCFREF and UCF are:

- to provide a structure for UCF to pay Annual Rent and Operating Expenses to UCFREF for the portion of the UCF Lake Nona Cancer Center occupied by UCF, which funds will be used by UCFREF to cover the expenses of managing and maintaining the property
- to clarify the insurance language in Master Lease
- to make other minor changes to align language throughout the Master Lease

Issues to be Considered:

The Master Lease is being updated and amended to clarify owner responsibilities and to provide a new structure to ensure appropriate use of E&G funds.

Approval of a proposed Amended and Restated Sublease between UCF and UCFAH is simultaneously being presented for approval.

Alternatives to Decision:

The Finance and Facilities Committee can choose to not approve the proposed Amended and Restated Master Lease or suggest alternative additional amendments to the Master Lease.

Fiscal Impact and Source of Funding:

Under the Amended and Restated Master Lease, for the period from August 27, 2018 through June 30, 2021, the base rent for space in the building occupied by UCF will be \$22.58 per rentable square foot, and the Operating Expense payments will be \$15.00 per rentable square foot. This is in addition to the rent received from the UCFAH sub-subtenants that is intended to fund UCFREF’s annual mortgage obligation to the County (\$2 million annually).

Recommended Action:

Review and recommend approval by the BOT of the Amended and Restated Master Lease, including any minor modifications approved by the President of UCFREF and the Interim Chief Operating Officer of UCF; and authorize UCFREF and UCF to take such actions as are necessary and appropriate regarding executing and implementing the Amended and Restated Master Lease.

Authority for Board of Trustees Action:

Policy BOT-4, Delegation of Authority to the President

Contract Reviewed/Approved by General Counsel:

Reviewed by Jeanette C. Schreiber, Senior Associate Vice President for Health Affairs, Deputy General Counsel for Health Affairs

Reviewed by Jennifer F. Cerasa, Senior Associate General Counsel

Committee Chair or Chair of the Board approval:

Chair Alex Martins has approved adding this item to the agenda.

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer

Deborah C. German, Chair, UCF Academic Health, Inc. and Vice President for Health Affairs and Dean of the UCF College of Medicine

Supporting Documentation:

Attachment A: Summary of Amended and Restated Master Lease between UCFREF and UCF

Attachment B: PowerPoint – Proposed Amended and Restated Master Lease, Proposed Amended and Restated UCFAH Sublease

Facilitators/Presenters:

Jeanette Schreiber, Secretary, UCF Academic Health, Inc. and Deputy General Counsel for Health Affairs

Jennifer Cerasa, Senior Associate General Counsel

Attachment A

**Summary of Amended and Restated Master Lease between
University of Central Florida Real Estate Foundation, L.L.C. and
University of Central Florida Board of Trustees**

Purpose/Background	<p>University of Central Florida Real Estate Foundation, L.L.C. (“UCFREF” or “Landlord”) and University of Central Florida Board of Trustees (“UCF” or “Tenant”) are amending and restating the terms of their Master Lease arrangement in the UCF Lake Nona Cancer Center. The UCF Lake Nona Cancer Center property is owned by UCFREF and is leased in its entirety to UCF pursuant to a Master Lease dated August 27, 2018. Pursuant to a Sublease, a portion of the building containing approximately 80,000 rentable square feet is subleased to UCF Academic Health, Inc., which is sub-subleasing space to partners/tenants in the UCF Lake Nona Cancer Center.</p> <p>The purpose of the proposed amendments is to provide a structure for UCF to pay Annual Rent and Operating Expenses to UCFREF for the portion of the UCF Lake Nona Cancer Center occupied by UCF, which funds will be used by UCFREF to cover the expenses of managing and maintaining the property; to clarify the insurance language in the Master Lease; and to make other minor changes to align language throughout the Master Lease.</p>
Parties to Leases	University of Central Florida Real Estate Foundation, L.L.C. and University of Central Florida Board of Trustees
Term	The term continues for at least 30 years from the fixed annual rent commencement date (defined below), with 3 optional ten-year extensions, for a total of 60 years.
Obligations of UCF	<p>Tenant will keep the premises in clean condition.</p> <p>Tenant will repair any damage to the premises it causes.</p> <p>Tenant will maintain insurance coverage for its property at the premises and for general liability.</p> <p>Tenant to remove its equipment and fixtures at expiration or termination.</p>
Obligations of Other Party	Landlord is responsible for interior and exterior maintenance, repairs and cleaning.

Financial terms	<p><u>Annual Rent and Operating Expenses:</u> Beginning August 27, 2018 and continuing until June 30, 2021, the Annual Rent will be \$22.58 per rentable square foot and the Annual Operating Expenses will be \$15 per rentable square foot. The parties will meet no later than April 15, 2021 to determine the Annual Rent and Annual Operating Expense payment to begin on July 1, 2021.</p> <p><u>Fixed Rent:</u> Beginning December 1, 2020 or when Landlord starts making mortgage payments to the County ("fixed annual rent commencement date"), Tenant will make quarterly payments (or will guarantee payment by a subtenant) of \$500,000 (totaling \$2 million annually) for the first 20 years. Quarterly payments of \$250,000 (totaling \$1 million annually) will be due for years 21 through 30 (for a cumulative total of \$50 million). Once \$50 million has been paid in Fixed Rent, the only rent obligation will be Annual Rent and Operating Expenses and Additional Rent.</p> <p><u>Additional Rent:</u> It is intended that Landlord will not incur any unfunded financial liabilities related to the premises. Additional Rent is intended to supplement Annual Rent and Operating Expenses and Fixed Rent where necessary. Additional Rent may include but is not limited to real estate taxes, assessments for public improvements, Landlord's property insurance premiums, and any other expenses the Landlord incurs carrying out the lease terms that are not otherwise covered.</p>
Termination rights	For default, Landlord may terminate with 30 days notice.
Additional terms	<p>Use of the property is subject to the restrictions set forth in the County Deed and to the restrictions imposed by the Master Developer, Lake Nona Land Company, LLC.</p> <p>Tenant has broad rights to assign lease to a related entity or further sublet any or all of the Premises.</p> <p>Tenant is allowed to make alterations, additions or improvements to the building without Landlord's consent.</p>
Link to Agreement	https://bot.ucf.edu/files/2020/06/FFC-7-Amended-and-Restated-Master-Lease.pdf

Attachment B

UCF Lake Nona Cancer Center

Proposed Amended and Restated Master Lease Proposed Amended and Restated UCFAH Sublease

June 17, 2020

Misty Shepherd, Interim Vice President for Administration and Finance, Chief Operating Officer

Jeanette C. Schreiber, JD, MSW, Sr. Associate Vice President for Health Affairs and Deputy General Counsel for Health Affairs

Jennifer Cerasa, JD, Legal Counsel for UCF Foundation, Inc. and Senior Associate General Counsel, UCF



UCF Lake Nona Cancer Center: Ownership and Lease Structure

Owner

UCF Real Estate Foundation

Master Lease

Tenant

UCF

174,286 rsf + land

UCFAH Sublease

Subtenant

UCF Academic Health, Inc.

80,000 rsf

Sub-subleases

Sub-subtenants

Sarah Cannon Research Institute
UCF Lake Nona Medical Center
Florida Cancer Specialists
Clinical Education Shared Services
Smaller sub-subtenants

Responsibilities

UCF Real Estate Foundation (UCFREF), as Owner:

- Pays Mortgage to Orange County
- Responsible for facility/property management, operations and capital improvements

UCF, as Tenant:

- Pays Annual Rent and Operating Expenses to UCFREF for areas of building occupied by UCF
- Coordinates with UCFAH to ensure payment of Fixed Rent collected by UCFAH from sub-subtenants

UCF Academic Health (UCFAH), as Subtenant:

- Collects rent from sub-subtenants and transfers to UCFREF to cover mortgage payments
- Collects operating expenses and sales tax from sub-subtenants and transfers to UCFREF to support operating costs and tax obligations
- Manages sub-subtenant partner relationships

Proposed Amended and Restated Master Lease

- New structure ensures appropriate use of E&G funds
- Establishes payment by UCF of Annual Rent and Operating Expenses for areas occupied by UCF
- Provides for base rate and Operating Expense payments per rentable square feet
- For initial period, August 27, 2018 through June 30, 2021:
 - Area occupied by UCF: 94,286 rsf
 - Base rate: \$22.58 / rsf
 - Operating Expenses: \$15.00 / rsf
 - Total for initial period: \$10,630,140

Proposed Amended and Restated Master Lease cont.

- Will work together to pursue cost savings opportunities and additional sources of revenue and to determine Annual Rent base rate and Operating Expense payments for period beginning July 1, 2021
- Retains other payment provisions
 - Fixed Rent – to cover mortgage payments
 - Additional Rent – for other costs not otherwise covered
- Clarifies insurance provision and UCFREF owner responsibilities

Proposed Amended and Restated UCFAH Sublease

- Conforming changes re owner obligations to align with Amended and Restated Master Lease
- Clarifies the rent commencement date
- Updates insurance requirements for sub-subtenants
- Updates to incorporate previous amendments to the UCFAH Sublease
- Attaches Amended and Restated Master Lease

Proposed Actions

For Proposed Amended and Restated Master Lease:

- Recommend approval by Board of Trustees of Amended and Restated Master Lease, including any minor modifications approved by the President of the UCF Real Estate Foundation and the UCF Interim Chief Operating Officer, and
- Authorize the President of the UCF Real Estate Foundation and the UCF Interim Chief Operating Officer to take such actions as are necessary and appropriate for executing and implementing the Amended and Restated Master Lease

For Proposed Amended and Restated UCFAH Sublease:

- Recommend approval by Board of Trustees of Amended and Restated UCFAH Sublease, including any minor modifications approved by the Chair of UCF Academic Health and the UCF Interim Chief Operating Officer, and
- Authorize the Chair of UCF Academic Health and the UCF Interim Chief Operating Officer to take such actions as are necessary and appropriate for executing and implementing the Amended and Restated UCFAH Sublease

Questions / Discussion



ITEM: FF-8

UCF BOARD OF TRUSTEES

June 18, 2020

Title: UCF Lake Nona Cancer Center: Amended and Restated UCFAH Sublease

Background:

On August 27, 2018 the University of Central Florida Real Estate Foundation, L.L.C. (UCFREF) purchased from Orange County the former Sanford Burnham Prebys property in Lake Nona, now named the UCF Lake Nona Cancer Center. Through a “Master Lease,” UCFREF immediately leased the property to the University of Central Florida (UCF) for the development of a comprehensive cancer research and treatment center, which will include wet lab space for UCF COM cancer research, with clinical research and oncology services to be provided by private partners. On December 1, 2018, UCF sublet approximately 80,000 rentable square feet of the building to UCF Academic Health, Inc. (UCFAH) so that UCFAH could develop partnerships and sub-subleases with private sub-tenants (“UCFAH Sublease”). The UCF Board of Trustees approved the initial UCFAH Sublease on August 21, 2018. The administrative teams of UCF and UCFAH have worked together to propose amended and restated terms of the UCFAH Sublease.

The purpose of the proposed amendments to the UCFAH Sublease are:

- to make conforming changes to align with amendments being proposed to the Master Lease between UCFREF and UCF regarding the role of UCFREF as owner
- to clarify the rent commencement date
- to clarify insurance requirements for sub-subtenants
- to attach the Amended and Restated Master Lease

Issues to be Considered:

Approval of a proposed Amended and Restated Master Lease is simultaneously being presented for approval. The UCFAH Sublease is being updated and amended to align with changes in the Master Lease.

The proposed Amended and Restated UCFAH Sublease was approved by the UCFAH Board of Directors on May 14, 2020.

Long-term sub-subleases between UCFAH and its subtenants were fully executed and became effective May 1, 2020.

Alternatives to Decision:

The Finance and Facilities Committee can choose to not approve the proposed amendments or suggest alternative or additional amendments to the UCFAH Sublease.

Fiscal Impact and Source of Funding:

Rent collected from UCFAH's subtenants will continue to be applied towards UCFREF's mortgage obligation to Orange County. Operating and maintenance expenses collected from UCFAH's subtenants will be used to defray the costs of operating and maintaining the property.

Recommended Action:

Review and recommend approval by the BOT of the Amended and Restated UCFAH Sublease, including any minor modifications approved by the Chair of UCFAH and the Interim Chief Operating Officer of UCF; and authorize UCF and UCFAH to take such actions as are necessary and appropriate regarding executing and implementing the Amended and Restated Sublease.

Authority for Board of Trustees Action:

UCF Regulation 4.034, University Direct Support Organizations
Policy BOT-4, Delegation of Authority to the President

Contract Reviewed/Approved by General Counsel:

Reviewed by Jeanette C. Schreiber, Senior Associate Vice President for Health Affairs, Deputy General Counsel for Health Affairs

Reviewed by Jennifer F. Cerasa, Senior Associate General Counsel

Committee Chair or Chair of the Board approval:

Chair Alex Martins has approved adding this item to the agenda.

Submitted by:

Misty Shepherd, Interim Vice President for Administrative Affairs and Chief Operating Officer
Deborah C. German, Chair, UCF Academic Health, Inc and Vice President for Health Affairs and Dean of the UCF College of Medicine

Supporting Documentation:

Attachment A: Summary of Amended and Restated Sublease between UCF and UCFAH

Note an overview of both UCF Lake Nona Cancer Center leases is provided as Attachment B on FFC-7.

Facilitators/Presenters:

Jeanette Schreiber, Secretary, UCF Academic Health, Inc. and Deputy General Counsel for Health Affairs
Jennifer Cerasa, Senior Associate General Counsel

Attachment A

**Summary of Amended and Restated Sublease between
University of Central Florida Board of Trustees and UCF Academic Health, Inc.**

Purpose/Background	<p>University of Central Florida Board of Trustees (“UCF” or “Landlord”) and UCF Academic Health, Inc. (“UCFAH” or “Tenant”) are amending and restating the terms of their sublease arrangement in the UCF Lake Nona Cancer Center. The UCF Lake Nona Cancer Center property is owned by the University of Central Florida Real Estate Foundation (“UCFREF” or “Owner”) and is leased to UCF pursuant to a Master Lease dated August 27, 2018. Pursuant to the UCFAH Sublease, a portion of the building containing approximately 80,000 square feet is subleased to UCFAH. UCFAH is sub-subleasing the space to partners/tenants in the UCF Lake Nona Cancer Center.</p> <p>The purpose of the proposed amendments is to make conforming changes to align with amendments being proposed to the Master Lease between UCFREF and UCF regarding the role of UCFREF as Owner; to clarify the rent commencement date; to clarify insurance requirements for sub-subtenants; and to attach the Amended and Restated Master Lease.</p> <p>The proposed Amended and Restated UCFAH Sublease was approved by the UCFAH Board of Directors on May 14, 2020.</p>
Parties to Leases	University of Central Florida Board of Trustees and UCF Academic Health, Inc.
Term	The term continues for 30 years beginning December 1, 2018. Landlord and Tenant may extend the lease for additional terms at any time upon mutual agreement.
Obligations of UCFAH	<p>Insure that sub-subtenants use premises for permitted uses.</p> <p>Require sub-subtenants to carry insurance in the amounts required by the Amended and Restated Sublease.</p> <p>Indemnification of Landlord for third party claims that could arise from alterations and improvements to the premises.</p> <p>Repair of damage done to premises from alterations, additions or improvements, or from removal of tenant’s or subtenants’ improvements.</p> <p>Deliver and surrender premises in good repair and condition upon expiration or termination.</p>
Obligations of Other Party	<p>Shall ensure Owner keeps and maintains premises in good repair.</p> <p>Shall insure Owner pays all utility charges including electricity, water, gas and sewage for the Premises.</p>

Financial terms	<p>Payment of base rent will begin on the date that owner (UCFREF) is obligated to make its first mortgage payment. This is a net lease with Landlord to receive base rent and additional rent.</p> <p><u>Base Rent</u> The base rent shall be the amount received by Tenant from its subtenants, payable quarterly, up to the amount of rent due by Landlord to Owner (UCF Real Estate Foundation) under the Master Lease. Once Tenant has paid a total of \$50 million in base rent, Tenant will have no further base rent obligation.</p> <p><u>Additional Rent</u> Tenant shall pay as additional rent any sums received from its subtenants for operating and maintenance expenses, including common area maintenance charges, utility assessments or similar charges.</p>
Termination rights	Landlord shall terminate and assume all rights in any subleases if Tenant fails to cure a default within the cure period.
Additional terms	In accordance with the Master Lease, use of the property is subject to the restrictions set forth in the County Deed and to the restrictions imposed by the Master Developer, Lake Nona Land Company, LLC.
Link to Agreement	https://bot.ucf.edu/files/2020/06/FFC-8-Amended-and-Restated-Sublease.pdf

ITEM: FF-9

UCF BOARD OF TRUSTEES
June 18, 2020

Title: UCF Investment Policy Manual Update

Background:

The university establishes its investment parameters in accordance with sections 1011.42(5) and 218.415, Florida Statutes, and the UCF Investment Policy Manual (policy), including its supplement and operating pool sub-sections. The Vice President for Finance and Chief Financial Officer or designee will consolidate, where practicable and allowable, cash balances and investments from all funds covered by this policy to minimize risk exposure and maintain liquidity while maximizing investment earnings.

This policy is applicable to the University of Central Florida funds being held to meet current expenses and the excess of funds required to meet current expenses. This policy is also applicable to the university's various Direct Support Organizations that do not have an investment policy or manual approved by its board.

As required by section 218.415, Florida Statutes, the investment objectives of the University for invested funds shall be to provide for safety of capital, liquidity of funds, and investment income, in that order. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. In addition to funds invested in the authorized State Treasurer's Special Purpose Investments Account (SPIA) and State Board of Administration's Local Government Investment Pool (SBA), excess funds may be divided in four different pools for the structured portfolio as follows: Pool I will be designated as cash reserves for operational expenses; Pool II will be designated to cover the University's medium term requirements such as debt service for the next year; Pool III will be considered excess cash reserves that may be invested in longer term investments (up to seven years). Safety and optimization of investment returns may be the investment objectives of funds invested in Pool IV only (liquidity is secondary).

Issues to be Considered:

Suggested changes to the policy include:

- revisions to the Vice President and Chief Financial Officer's title and division name,
- proper citation of statutory requirements,
- clarification that Education and General funds must be invested first in the State Treasurer's Special Purpose Investments Account (SPIA) and State Board of Administration's Local Government Investment Pool (SBA); and additional Education and General funds may only be invested in fixed income investments.
- expansion of persons authorized to complete continuing education in subjects related to investments, and
- correction of grammatical errors.

Suggested changes to the supplement and operating pool sub-sections include

- updates for changes in the name of the Finance and Facilities Committee, title of the Vice President and Chief Financial Officer, and the Division of Finance
- corrections to investment index nomenclature

Alternatives to Decision:

Not approve the suggested changes or make other changes to the UCF Investment Policy Manual.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approval of the revisions to the University of Central Florida Investment Policy and Manual.

Authority for Board of Trustees Action:

The UCF Investment Policy Manual requires an annual review by the Finance and Facilities Committee and was last updated at the July 23, 2015, Board of Trustees meeting.

Contract Reviewed/Approved by General Counsel:

N/A

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

Kathy Mitchell, Associate Vice President for Financial Affairs

Supporting Documentation:

Attachment A - Investment Policy Manual

Attachment B - UCF Operating Funds Supplement

Attachment C - UCF Operating Pool I Sub-Section (May 2020)

Attachment D - UCF Operating Pool II Sub-Section

Attachment E - UCF Operating Pool III Sub-Section

Attachment F - UCF Operating Pool IV Sub-Section

Facilitators/Presenters:

Joseph Trubacz, Interim Vice President for Financial Affairs and Chief Financial Officer

Danta White, Assistant Vice President and University Controller

Attachment A



UNIVERSITY OF CENTRAL FLORIDA

INVESTMENT POLICY MANUAL

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Investment Policy

The University establishes its investment parameters in accordance with sections 1011.42(5) and 218.415, Florida Statutes, and complies with all applicable state ordinances and covenants. The Vice President for Finance and Chief Financial Officer (Vice President) or designee will consolidate, where practicable and allowable, cash balances and investments from all funds covered by this policy to minimize risk exposure and maintain liquidity while maximizing investment earnings.

This policy and manual is applicable to the University of Central Florida funds being held to meet current expenses and the excess of funds required to meet current expenses. This policy and manual is also applicable to the university's various Direct Support Organizations that do not have an investment policy or manual approved by its board.

Investment Objectives

As required by [section 218.415, Florida Statutes](#), the investment objectives of the University for invested funds shall be to provide for safety of capital, liquidity of funds, and investment income, in that order. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. In addition to funds invested in the authorized State Treasurer's Special Purpose Investments Account (SPIA) and State Board of Administration's Local Government Investment Pool (SBA), excess funds may be divided in four different pools for the structured portfolio as follows: Pool I will be designated as cash reserves for operational expenses; Pool II will be designated to cover the University's medium term requirements such as debt service for the next year; Pool III will be considered excess cash reserves that may be invested in longer term investments (up to seven years). Safety and optimization of investment returns may be the investment objectives of funds invested in Pool IV only (liquidity is secondary).

1. Safety - Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks the preservation of capital in the overall portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with the risks associated with prudent investment practices and the performance benchmarks stated herein, if applicable.
2. Credit Risk - The University will limit credit risk (the risk of loss due to the failure of the security issuer or backer) by diversifying the investment portfolio so that potential losses on individual securities will be minimized and by limiting investments to specified credit ratings.
3. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature to meet anticipated demands (static liquidity). Since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). The portfolio may be placed in local government investment pools, money market mutual funds or similar funds that perform similar to money market funds that offer same-day liquidity for short-term funds.

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4. Yield - The investment portfolio shall be designed with the objective of attaining a market rate of return, as measured by specified benchmarks, throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:
 - A. A security with declining credit risk may be sold early to minimize loss of principal.
 - B. A security swap that would improve the quality, yield, or target duration in the portfolio.
 - C. Liquidity needs of the portfolio require that the security be sold.
 - D. Adverse market or economic conditions.
5. Transparency - The University shall operate its portfolio in a transparent manner, making its periodic reports both available for public inspection and designed in a manner which communicates clearly and fully information about the portfolio, including market pricing, adjusted book value, and yields.

To the extent possible Education and General funds will be invested in the State Treasurer's Special Purpose Investment Account (SPIA) and State Board of Administration's Local Government Investment Pool (SBA); any excess Education and General funds may be invested in fixed income investments.

Performance Measurement

As a benchmark for investment returns, the University's investment portfolio, net of fees, should strive to equal or exceed the returns provided by the State Treasurer's Special Purpose Investment Account (SPIA). However, achieving this benchmark is secondary to the requirements for safety and liquidity.

Prudence and Ethical Standards

1. Prudence - The standard of prudence to be used by investment officials shall be the Prudent Person Rule and shall be applied in the context of managing an overall portfolio. University personnel, acting in accordance with this investment policy shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the University's governing board in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The Prudent Person Rule states that: "Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment."

2. Ethics and Conflicts of Interest - The Vice President and other authorized personnel shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. These investment officials shall disclose annually, in a written statement, any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. They shall refrain from undertaking personal investment transactions with the same individual(s) with whom business is conducted on behalf of the University.
3. Delegation of Authority - Authority to manage the investment program is granted to the Vice President. The Vice President may delegate authority to the Associate Vice President for Financial Affairs (Associate Vice President). Additional authorized personnel include any other person or position approved by the University's governing board. The University may seek professional advice and therefore may contract with a federally registered investment advisory firm that specializes in public funds fixed income management, and it may also seek advice and counsel from the Finance and Facilities Committee to assist with investment decisions. The Finance and Facilities Committee will approve and, from time to time as they deem necessary, amend this investment policy. No person may engage in an investment transaction except as provided under the terms of this policy. The Vice President shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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Broker Dealers, Safekeeping and Custody

1. Authorized Financial Dealers and Institutions – For assets not delegated to the fiduciary management of a professional third party investment organization, the University shall list financial institutions consisting of banks and other depository institutions authorized to provide depository and investment services. In addition, a list will be maintained of security broker/dealers consisting of "primary" dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule) that are providing services to the University or that the University contemplates using.
2. Delivery vs. Payment - Securities transactions between a broker-dealer and the safekeeping agent or custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.
3. Safekeeping, Custody & Perfection of Interest - Securities shall be held with a third party; and all securities purchased by, and all collateral obtained by, the University should be properly designated as an asset of the University. No withdrawal of securities, in whole or in part, shall be made from safekeeping or custody, except by an authorized staff member of the University.

Authorized Investments

This investment policy is authorized by the University's Board of Trustees. The following investments are authorized to be utilized in achieving the objectives of this policy. Investments

not listed are prohibited. The investment portfolio must be structured in such manner as to provide sufficient safety and liquidity to pay obligations as they come due. Investment maturities should anticipate cash flow requirements.

Prior to conducting transactions as authorized by this policy the Vice President shall determine the approximate maturity date based on cash-flow needs and market conditions, analyze and select one or more optimal types of investments, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives shall be selected.

Investments shall be limited to securities selected from the following types:

1. The United States Treasury and Agency securities - Securities that are issued by the United States Treasury or those for which the full faith and credit of the United States government guarantees fully all principal and interests payments.
 - A. Credit Ratings

Ratings are not required for U.S. Treasury securities. Agencies backed by the full faith and credit of the United States government, such as Government National Mortgage Association (GNMA), must have at least one AAA (or its equivalent) long-term credit rating from a Nationally Recognized Statistical Rating Organization (NRSRO). The Finance and Facilities Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.
 - B. Interest Rate Risk Restrictions

The United States Treasury and Agency securities backed by the full faith and credit of the United States government. At the time of purchase, securities must have an average effective maturity no greater than seven years from the date of settlement. The forward delivery period on such securities may not exceed 60 days.
2. Government Sponsored Enterprises (GSE) - Securities issued by the Federal Farm Credit Bank, the Federal Home Loan Mortgage Corporation, the Federal Home Loan Bank, the Federal National Mortgage Association, or the Federal Agricultural Mortgage Corporation. Any other GSE shall be considered as corporate debt for the purposes of this policy and shall be authorized under the criteria set forth in section 7, Corporations.
 - A. Credit Ratings

Authorization of the listed GSE in section 7 is predicated upon these institutions maintaining at least one AAA (or its equivalent) long-term credit rating from a NRSRO. The Finance and Facilities Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.
 - B. Interest Rate Risk Restrictions

At the time of purchase, securities must have an average effective maturity no greater than seven years from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

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3. The State Board of Administration's Local Government Investment Pool (SBA), the State Treasurer's Special Purpose Investments Account (SPIA) or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in [Section 163.01, Florida Statutes](#).

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A. Credit Rating

Local Government Investment Pools - At the time of purchase, the local government investment pool must carry an Af (or its equivalent) rating from a NRSRO (if applicable). The Finance and Facilities Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

4. Money Market Mutual Funds - Shares of any money market fund that is registered as an investment company under the federal "Investment Company Act of 1940", as amended.

A. Credit Rating

At the time of purchase, money market funds must carry an A1 (or its equivalent) rating from a NRSRO. The Finance and Facilities Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

B. Interest Rate Risk Restrictions

At the time of purchase, shares in the money market fund must be fully redeemable on the next business day.

5. Interest-bearing time deposits or savings accounts in Qualified Public Depositories (QPD) as defined in [Section 280.02, Florida Statutes](#).

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A. Credit Rating or Limitations

Bank deposits for the University must comply with [Section 280.16, Florida Statutes](#). Such deposits in QPD's must be collateralized according to the statutory requirements.

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6. Repurchase Agreements - Securities referred to in section 4 or 5 and that can otherwise be purchased under this policy may be subject to a repurchase agreement. Such securities subject to this agreement must have a coupon rate that is fixed from the time of settlement until its maturity date, and must be marketable. Such securities must be delivered to the University or to a third-party custodian or third-party trustee for safekeeping on behalf of the public entity. The collateral securities of any repurchase agreement must be collateralized at no less than one hundred two percent and marked to market no less frequently than weekly. All approved institutions and dealers transacting repurchase agreements shall execute and perform as stated in the master repurchase agreement. All repurchase agreement transactions shall adhere to the requirements of the master repurchase agreement.

A. Credit Ratings

At the time of purchase the counter-party to any such agreement must carry short-term credit ratings which conform to those required by section 7.

B. Interest Rate Risk Restrictions

For repurchase agreements, at the time of purchase such agreement must have a maturity no greater than one year from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

7. Corporations - United States dollar denominated debt instruments issued by a corporation or bank which is organized and operated within the United States.

- A. Credit Ratings

At the time of purchase, all non-money market instruments must carry at least one "investment grade" (or its equivalent) long-term credit ratings from a NRSRO. For money market instruments, which comply with rule 2a7 at the time of purchase, such securities must carry at least two short-term credit ratings and no short-term credit rating may fall below A1+ from Standard & Poor's, P1 from Moody's, or F1+ from Fitch. The Finance and Facilities Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

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Should a security's credit rating drop below these standards after purchase, the University's authorized personnel shall act as Prudent Persons in managing the risks associated with this security, and shall timely notify the Finance and Facilities Committee of such an event.

- B. Interest Rate Risk Restrictions

At the time of purchase, such securities must have an average effective maturity no greater than seven years from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

8. Other investments authorized by law or by ordinance for a county or a municipality.
9. Other investments authorized by law or by resolution for a school district or a special district.
10. Direct Support Organizations (DSO) duly authorized by the University's Board of Trustees. An agreement or memorandum of understanding must be executed prior to the placement of funds with any DSO.
11. Mutual funds, unit investment trusts or professionally managed securities or other investment vehicles specifically authorized by the Finance and Facilities Committee.

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University Endowment

The preferred recipient of gifts for the University is the UCF Foundation, Inc. However, there may be special circumstances whereby a monetary gift or other asset is received by the University directly, or the University may choose to establish a quasi-endowment with funds available for such purpose from other sources. In these instances, the University may choose to enter into an agreement with the UCF Foundation, Inc. to manage the investment of a portion or all of a particular University endowment or quasi-endowment. The Foundation has several investment options. The decision as to which of the options to be utilized for University funds would be specified in a contractual document between the University and the Foundation, with specific

instructions as to the authorization and manner in which receipts and disbursements would be processed. The University's assets may be pooled with Foundation assets for investment purposes, but with procedures in place for detailed accounting and reporting of the University's shares in the pool. These investments may deviate from the balance of this policy's direction to limit investments to no more than five years duration.

Risk and Diversification

The University portfolio shall be diversified to the extent practicable to control the risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. The diversification strategies laid out in this policy shall be reviewed and revised periodically, as deemed necessary by the Vice President and any revisions shall require the approval of the Finance and Facilities Committee.

Investments that vary in length to maturity will be made to correlate with the University's cash flow projections. The correlation will be made conservatively, considering the University's projected need for liquidity. Cash flow information will be used as a basis for informed decisions regarding the allocation of cash balances into categories of investments with varying maturities. The investment vehicles used in the four categories will be determined by the Vice President in consultation with an investments consultant, the chair of the Finance and Facilities Committee and other appropriate University staff.

In order to ensure liquidity and diversify risk to principal, multiple depository banks, in addition to the bank(s) currently under contract with the University to provide treasury services, may be utilized to hold and invest short term cash.

Qualified Public Depositories, Investment Institutions and Dealers

The Associate Vice President will maintain the current approved list of qualified public depositories (as defined in [Section 280.02, Florida Statutes](#)).

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Third Party Custodial Agreements

Securities will be held with a third party; and all securities purchased by, and all collateral obtained by the University will be properly designated as an asset of the University. If a bank serves in the capacity of Investment Manager, said bank could also perform the required custodial and reporting services. No withdrawal of securities, in whole or in part, shall be made from safekeeping, except by those designated within the Investment Management and Custodial Agreement between the Custodian and the University. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

Master Repurchase Agreement

The Associate Vice President or the Investment Manager, if applicable, will maintain a master repurchase agreement and require all approved institutions and dealers transacting repurchase agreements to adhere to the requirements of the master repurchase agreement. The master repurchase agreement is a separate document.

Bid Requirement

For assets not delegated to the fiduciary management of a professional third party investment organization, the University shall require purchases and sales to be executed in a competitive bid environment wherein at least three (3) offers or bids are requested for each security. Exceptions to this approach may be made when (1) prices for purchases or sales are compared to systems providing current market prices and deemed reasonable, (2) when the security to be purchased is unique to one institution or (3) the security has recently been issued and is trading at the same price by all financial institutions.

Internal Controls

The Associate Vice President shall establish a system of internal controls and operational procedures, which will be documented in writing. The internal controls will be reviewed by the University Audit staff and are subject to audit by the Auditor General of the State of Florida. The controls will be designed to prevent losses of public funds arising from fraud, employee error, imprudent actions by employees and misrepresentation by third parties. The internal controls and operational procedures is a separate document.

Continuing Education

The Vice President, Associate Vice President, or designee, will annually (during each calendar year) complete eight hours of continuing education in subjects or courses of study related to investment practices and products.

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Reporting

1. Methods - The Vice President, or designee, shall or shall have prepared and provide to the Finance and Facilities Committee an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. An outside investment advisor or other third party may be utilized to prepare the report. The management summary will be prepared in a manner that will allow the University to ascertain whether investment activities during the reporting period have conformed to the investment policy. This investment report shall include securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Such reports shall be available to the public.
2. Compliance – If any investment held does not meet the guidelines of this policy, it shall be temporarily exempted from the requirements of the policy until appropriate disposition of the security is agreed upon with the University's investment advisory firm.

Annual Review

This policy shall be reviewed on an annual basis. Any changes or amendments to the manual, operating funds supplement or operating pool sub-sections must be approved by the Finance and Facilities Committee.

Glossary

Benchmark. A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

Bid. The price offered by a buyer of securities.

Collateral. Securities, evidence of deposit, or other property that a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

Delivery vs. Payment. Delivery versus payment is delivery of securities to a third party with an exchange of money for the securities. The transaction is not complete until both parties provide their commitments.

Diversification. Dividing investment funds among a variety of securities offering independent returns.

Direct Support Organization (DSO). An organization pursuant to Section 1004.28, Florida Statutes, as certified by the University Board of Trustees.

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Federal Deposit Insurance Corporation (FDIC). A federal agency that insures bank deposits, currently up to \$250,000 per deposit.

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Federal Farm Credit Bank (FFCB). The Federal Farm Credit Banks Funding Corporation issues debt securities as fiscal agent for the Farm Credit System, which is a nationwide network of borrower-owned lending institutions and service organizations specializing in agricultural and rural America. The mission of this government-sponsored enterprise is to ensure the availability of sound, dependable funding for agricultural producers, cooperatives, and certain farm related business.

Federal Home Loan Bank (FHLB). Government sponsored wholesale banks that lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district bank.

Federal Home Loan Mortgage Corporation (FHLMC). FHLMC, commonly referred to as Freddie Mac, is a government sponsored enterprise that provides liquidity to the mortgage markets, much like FNMA and FHLB.

Federal National Mortgage Association (FNMA). FNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The Corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities

are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

LIBOR. London Interbank Offer Rate.

Liquidity. A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

Market Value. The price at which a security is trading and could presumably be purchased or sold.

Master Repurchase Agreement. A written contract covering all future transactions between the parties to repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

Maturity. The date upon which the principal or stated value of an investment becomes due and payable.

Portfolio. Collection of securities held by an investor.

Prudent Person Standard. An investment standard in which investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Qualified Public Depository. Any bank, savings bank, or savings association that is organized under the laws of the United States or the State of Florida; has its principal place of business or a branch office to receive deposits in Florida; has deposit insurance under the provisions of the Federal Deposit Insurance Act; meets the requirements of Chapter 280, Florida Statutes (Florida Security for Public Deposits Act); and has been designated by the Chief Financial Officer of the State of Florida as a qualified public depository.

Repurchase agreement (REPO). A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use REPOs extensively to finance their positions. Exception: When the Fed is said to be doing REPOs, it is lending money that is increasing bank reserves.

Safekeeping. A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

Spread. (1) The yield or price difference between the bid and offer on an issue. (2) The yield or price difference between different issues.

State Board of Administration's Local Government Investment Pool (SBA). The aggregate of all funds from political subdivisions that are placed in the custody of the State Board of Administration for investment and reinvestment.

State Treasury Special Purpose Investment Account (SPIA). The aggregate of all funds from governmental entities that are placed in the custody of the State Treasury for investment and reinvestment.

Treasury Bills. A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in one month, three months, or six months.

Yield. The rate of annual income return on an investment, expressed as a percentage.
(1) Income yield is obtained by dividing the current dollar income by the current market price for the security. (2) Net yield or yield to maturity is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

Attachment B

OPERATING FUNDS SUPPLEMENT

to the

University of Central Florida Investment Policy Manual

This Operating Funds Supplement (Supplement) and its sub-sections are part of the University of Central Florida Investment Policy Manual and are intended only to complement the objectives and guidelines outlined therein. The purpose of this Supplement is to set forth the specific investment objectives and parameters for the management of financial assets of the University of Central Florida Operating Funds (4 internally segmented portfolios collectively referred to as the Fund). This Supplement is designed to ensure the prudent management of financial assets, the availability of operating and capital funds when needed, and to earn an investment return competitive with comparable funds and appropriate measurement benchmarks.

This document will be used to identify and convey the specific objectives and restrictions of each of the four (4) Operating Fund Pools, which shall be designated as Operating Pools I-IV in sub-sections to this Supplement. Whereas individual guidelines and objectives will be defined for each Pool, the following criteria will apply collectively to all of the Operating Pools.

I. Investment Guidelines**A. Authorized Investments**

Pursuant to the investment powers of the Finance and Facilities Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance and Facilities Committee sets forth the following general investment guidelines and limitations for all Operating Pools where the listed security type is an allowable investment.

1. Equities

- a. Securities must be traded on a national exchange or electronic network.
- b. Not more than 5% of the Fund's assets, at the time of purchase, shall be invested in the common stock, capital stock or convertible stock of any one issuing company, nor shall the aggregate investment in any one issuing company exceed 5% of the outstanding capital stock of the company.
- c. All securities must be readily marketable.
- d. Additional criteria may be outlined in the specific Operating Pool guidelines and/or a manager's addendum.

2. Fixed Income

- a. Not more than 5% of the Fund's assets, at the time of purchase, shall be invested in bonds issued by any single corporation.
- b. All securities must be readily marketable.
- c. Additional criteria may be outlined in the specific Operating Pool guidelines and/or a manager's addendum.

3. Cash & Equivalents

- a. The money market fund(s) or short-term investment fund (STIF) options provided by the Fund's custodian.

- b. Securities must be rated in one of the two (2) highest credit quality categories for short-term securities by at least two nationally recognized rating services.
- c. The maturity of any single security shall not exceed 180 days and shall maintain a dollar-weighted average effective maturity of 90 days or less.
- d. All securities must be readily marketable.

4. Pooled Investment Funds

- a. Investments made by the Fund may include pooled investment funds. For purposes of this Supplement, pooled investment funds may include, but are not limited to, mutual funds, commingled funds, exchange-traded funds, limited partnerships and private equity.
- b. Pooled investment funds may be governed by separate documents which may include investments not expressly permitted in this Supplement. In the event of investment by the Fund into a pooled investment fund, the Finance and Facilities Committee will adopt the prospectus or governing policy of that pooled investment fund as the stated addendum to this Supplement.

B. Absolute Restrictions

No investments shall be permitted in:

- 1. Any investment prohibited by State or Federal Law.
- 2. Any investment not specifically allowed as part of this Supplement or its sub-sections.
- 3. Direct investment in 'Scrutinized Companies' identified in the periodic publication by the State Board of Administration ("SBA list", updated on their website www.sbafla.com/fsb/), is prohibited. Any security identified as non-compliant on or before January 1, 2010 must be divested by September 1, 2010. Securities identified after January 1, 2010, are subject to the provisions of Section II-C below. However, if divestiture of business activities is accomplished and the company is subsequently removed from the SBA list, the manager can continue to hold that security. Indirect investment in 'Scrutinized Companies' (through pooled investment funds) are governed by the provisions of Section II-E below.

II. Portfolio Communications & Compliance

- A. It is the direction of the Finance and Facilities Committee that the Fund assets are held by a third party custodian, and that all securities purchased by, and all collateral obtained by the Fund shall be properly designated as Fund assets. No withdrawal of assets, in whole or in part, shall be made from safekeeping except by an authorized member of the Board of Trustees or their designee. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis to insure that the custodian will have the security or money in hand at conclusion of the transaction.
- B. On a monthly basis, the custodian shall supply an accounting statement that will include a summary of all receipts and disbursements and the cost and the market value of all assets.

- C. On a quarterly basis, the Investment Managers shall provide a written report affirming compliance with the provisions outlined in this Supplement, the respective sub-section and the Investment Manager's addendum (collectively referred to as "Permitted Provisions Documents"). If an Investment Manager owns an investment that complied with Permitted Provisions Documents at the time of purchase, which subsequently exceeds the applicable limit or does not satisfy the Permitted Provisions Documents, such excess or noncompliant investments may be continued until it is economically feasible to dispose of such investment in accordance with the prudent man standard of care. However, no additional assets may be allocated to the designated investment unless authorized in writing by the Finance and Facilities Committee. Investment Managers will provide immediate written notice to the Finance and Facilities Committee of any deviation from the standards set forth in the Permitted Provisions Documents and are also required to provide an action plan outlining the investment 'hold or sell' strategy.
- D. The Investment Consultant shall evaluate and report on a quarterly basis the rate of return net of investment fees and relative performance of the Fund.
- E. The Investment Consultant, on behalf of the Fund, shall send a letter to any pooled investment fund referring the investment manager to the listing of 'Scrutinized Companies' by the State Board of Administration ('SBA list'), on their website www.sbafla.com/fsb/. This letter shall request that they consider removing such companies from the pooled investment fund or create a similar actively managed pooled investment fund devoid of such companies. If the manager creates a similar pooled investment fund, the Fund shall replace all applicable investments with investments in the newly offered pooled investment fund in an expedited timeframe consistent with prudent investing standards. Once sending the required correspondence, the Fund is not required to sell or limit additional purchases of the pooled investment fund.
- F. At least annually, the Finance and Facilities Committee shall provide the Investment Managers with projected disbursement needs of the Fund so that the investment portfolio can be structured in such a manner as to provide sufficient liquidity to pay obligations as they come due. To this end the Investment Managers should, to the extent possible, attempt to match investment maturities with known cash needs and anticipated cash-flow requirements.

III. Investment Manager Responsibilities

- A. Within the guidelines and restrictions set forth herein, it is the intention of the Finance and Facilities Committee to give each Investment Manager full investment discretion with respect to assets under its management.
- B. Each Investment Manager is expected to provide any reasonable information requested by the Finance and Facilities Committee. At a minimum, each manager shall provide a quarterly report detailing their investment activity, the portfolio's current value and any changes in investment philosophy or strategy. Each Investment Manager is expected to meet with the Finance and Facilities Committee or their designated representatives periodically to review investment performance and philosophy.
- C. It will be the responsibility of each Investment Manager to review the monthly valuations provided by the Fund's custodian and to note, in writing, any significant discrepancies from the valuations provided in their own reports.

- D. When feasible and appropriate, all securities shall be competitively bid. Except as otherwise required by law, the most economically advantageous bid shall be selected. Commissions paid for purchase of securities must meet the prevailing best-execution rates. The responsibility of monitoring best price and execution of trades placed by each Investment Manager on behalf of the Fund will be governed by the Portfolio Management Agreement between the Fund and the Investment Manager.
- E. Investment Managers shall vote any and all proxies solicited in connection with securities held by the Fund. Investment Managers shall produce a written proxy voting policy statement, and shall keep records with respect to its voting decisions and submit an annual report to the Finance and Facilities Committee summarizing votes cast. Voting of proxies must be done solely in the interests of the Fund.
- F. Investment Managers must promptly provide to the Finance and Facilities Committee information about changes in the management, ownership and key personnel in a timely fashion, which is not to exceed one month from the change.
- G. Unless otherwise provided by the Fund's custodian, each Investment Manager will monitor portfolio activity to minimize uninvested cash balances.

IV. Criteria for Investment Manager Review

The Finance and Facilities Committee wishes to adopt standards by which judgments of the ongoing performance of an Investment Manager may be made. If, at any time, any three (3) of the following is breached, the Investment Manager may be warned of the Finance and Facilities Committee's serious concern for the Fund's continued safety and performance. If any five (5) of these are violated the consultant may recommend a manager search for that mandate.

- Four (4) consecutive quarters of relative under-performance verses the benchmark.
- Three (3) year trailing return below the top 40th percentile within the appropriate peer group and under performance verses the benchmark.
- Five (5) year trailing return below the top 40th percentile and under performance verses the benchmark.
- Three (3) year downside volatility greater than the index (greater than 100), as measured by down market capture ratio.
- Five (5) year downside volatility greater than the index (greater than 100), as measured by down market capture ratio.
- Style consistency or purity drift from the mandate.
- Management turnover in portfolio team or senior management.
- Investment process change, including varying the index or benchmark.
- Failure to adhere to the IPS or other compliance issues.
- Investigation of the firm by the Securities and Exchange Commission (SEC).
- Significant asset flows into or out of the company.
- Merger or sale of firm.
- Fee increases outside of the competitive range.

- Servicing issues – key personnel stop servicing the account without proper notification.
- Failure to attain a 60% vote of confidence by the Finance and Facilities Committee.

Nothing in this section shall limit or diminish the Finance and Facilities Committee's right to terminate the manager at any time for any reason.

V. Review and Amendments

It is the Finance and Facilities Committee's intention to review this document at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance and Facilities Committee should be notified in writing.

By signing this document, the Vice President for Finance and Chief Financial Officer attests that this Supplement has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance and Facilities Committee of the Board of Trustees.

University of Central Florida

Vice President for Finance
Chief Financial Officer

Date

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Attachment C

OPERATING POOL I SUB-SECTION**to the
Operating Funds Supplement to the University of Central Florida Investment Policy
Manual**

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool I.

Operating Pool I will be designated as cash reserves for operational expenses. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool I investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool I should be structured to provide immediate liquidity for the University's daily operating requirements. Investments shall be made subject to the University's cash flow needs in accordance with the schedule provided by the Finance and Facilities Committee, and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks the preservation of capital and immediate liquidity in the portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with prudent investment practices of such short-term cash reserve portfolios.

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II. Guidelines**A. Authorized Investments**

Pursuant to the investment powers of the Finance and Facilities Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance and Facilities Committee sets forth the following investment guidelines and limitations.

1. Cash & Equivalents
2. Pooled investment funds
 - a. For purposes of Operating Pool I, pooled investment funds will be limited to registered 2a-7 mutual funds, CDARS, SPIA.
 - b. Holdings in pooled Investment funds shall be prudently diversified based on current market conditions as well as the current level of Pool I assets. Such pooled funds should be guaranteed as to timely payment of principal and interest by the Federal Government or its Agencies. Maximum Investments shall be limited to applicable guarantee coverage amounts (if any).

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III. Target Allocations

In order to provide for a diversified and liquidity focused portfolio, the Finance and Facilities Committee will employ a number of professionally managed short-term strategies to manage and administer Operating Pool I. The Finance Committee has established the following target asset allocation for Operating Pool I.

Asset Group	Target	Range	Comparison
Cash & Equivalents	100%	N/A	90 Day US T-Bills / SPIA

IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

1. The performance of Operating Pool I will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index comprised of the 90-day U.S. Treasury Bill. In addition, the performance of the portfolio will be compared to the return of the Special Purpose Investment Account (SPIA).
2. On an absolute basis, the objective is that Operating Pool I will provide the necessary stability and liquidity to meet the University's daily operating needs.

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V. Review and Amendments

It is the Finance and Facilities Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance and Facilities Committee should be notified in writing.

By signing this document, the Vice President for Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance and Facilities Committee of the Board of Trustees.

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University of Central Florida

Vice President for Finance
Chief Financial Officer

Date

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Attachment D

OPERATING POOL II SUB-SECTION**to the
Operating Funds Supplement to the University of Central Florida Investment Policy
Manual**

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool II.

Operating Pool II will be designated to cover the University's medium-term requirements such as debt service for the next year. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool II investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool II should be structured to provide adequate liquidity and current income. Investments shall be made subject to the debt service cash flow needs of the University in accordance with the schedule provided by the Finance and Facilities Committee, and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks the preservation of capital and adequate liquidity in the portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with prudent investment practices of such debt service reserve portfolios.

II. Guidelines**A. Authorized Investments**

Pursuant to the investment powers of the Finance and Facilities Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance and Facilities Committee sets forth the following investment guidelines and limitations.

1. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of A- or higher by a major credit rating service.
- b. The weighted average quality of the fixed income portfolio shall maintain a rating of AA+ or higher.
- c. Duration of the fixed income portfolio shall not exceed the effective duration of the ICE BofAML 1-Year Treasury index by 25%.
- d. The maturity of any single security at the time of purchase shall not exceed an average effective maturity of 3 years.
- e. Operating Pool II shall maintain a dollar-weighted average effective maturity of 1 year or less.

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2. Cash & Equivalents

3. Pooled investment funds

- a. For purposes of Operating Pool II, pooled investment funds may include CDARS, SPIA, mutual funds, commingled funds, and exchange-traded funds.
- b. Investments in any single pooled investment fund shall be limited to 50% of the market value of the Operating Pool II's assets.

III. Target Allocations

In order to provide for a diversified portfolio, the Finance and Facilities Committee will engage investment professionals to manage and administer Operating Pool II. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and, where applicable, will be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The Finance and Facilities Committee has established the following target asset allocation for Operating Pool II:

Asset Group	Target	Range	Comparison
Fixed Income	75%	50% - 100%	<u>ICE BofAML</u> 1-year Treasury
Cash & Equivalents	25%	0%-50%	90 Day US T-Bills

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The Finance and Facilities Committee will monitor the aggregate asset allocation of the portfolio and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, cash contributions into and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The Finance and Facilities Committee does not intend to exercise short-term changes to the target allocation.

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IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

1. The performance of Operating Pool II will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index consisting of 75% ICE BofAML 1-Year Treasury and 25% 90 Day US T-Bill index.
2. On an absolute basis, the objective is that the return of the Operating Pool II portfolio will provide liquidity and current income.

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V. Review and Amendments

It is the Finance and Facilities Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance and Facilities Committee should be notified in writing.

By signing this document, the Vice President for Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance Committee of the Board of Trustees.

University of Central Florida

Vice President for Finance,
Chief Financial Officer

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Attachment E

OPERATING POOL III SUB-SECTION**to the
Operating Funds Supplement to the University of Central Florida Investment Policy
Manual**

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool III.

Operating Pool III will be considered excess cash reserves that may be invested in longer term investments (up to 7 years). In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool III investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool III should be structured to provide the moderate growth and a reasonable safety of principal while generating an above benchmark total rate of return. Investments shall be made subject to the University reserve needs in accordance with the schedule provided by the Finance and Facilities Committee, and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks to balance the growth of the portfolio against the limited time horizon of Operating Pool III. Given the limited time horizon of Operating pool III, reasonable liquidity should be maintained as a primary objective.

II. Guidelines**A. Authorized Investments**

Pursuant to the investment powers of the Finance and Facilities Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance and Facilities Committee sets forth the following investment guidelines and limitations.

1. Equity

- a. Investments in equity securities shall not exceed twenty percent (20%) of the market value of Operating Pool III's assets.

2. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of A- or higher by a major credit rating service.
- b. The weighted average quality of the fixed income portfolio shall maintain a rating of AA- or higher.
- c. The duration of the fixed income portfolio shall not exceed the effective duration of the ICE BofAML 1-5 Year Government/Corporate A or Better Index by 50%.

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- d. The maturity of any single security at the time of purchase shall not exceed an average effective maturity of 7 years.

3. Cash & Equivalents

4. Pooled Investment Funds

- a. For purposes of Operating Pool III, pooled investment funds may include mutual funds, commingled funds, and exchange-traded funds.

III. Target Allocations

In order to provide for a diversified portfolio, the Finance and Facilities Committee will engage investment professionals to manage and administer Operating Pool III. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and, where applicable, will be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The Finance and Facilities Committee has established the following target asset allocation for Operating Pool III.

Asset Group	Target	Range	Comparison
Domestic Equity	15%	10% - 20%	S&P 500
Intermediate Fixed Income	85%	75% - 95%	ICE BofAML 1-5yr G/C A or Better
Cash & Equivalents	0%	0% - 15%	90 Day US T-Bills

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The Finance and Facilities Committee will monitor the aggregate asset allocation of the portfolio, and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, cash contributions into and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The Finance and Facilities Committee does not intend to exercise short-term changes to the target allocation.

IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

- The performance of Operating Pool III will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index consisting of 15% S&P 500 and 85% ICE BofAML 1-5 Year Government/Corporate A or Better index.
- On a relative basis, it is expected that Operating Pool III's performance will rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.

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3. On an absolute basis, the objective is that the return of Operating Pool III will provide a total return that exceeds the Consumer Price Index plus 2%.

B. Equity Performance

1. The combined equity portion of the portfolio is expected to perform at a rate at least equal to the S&P 500 index.
2. On a relative basis, the equity portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. Individual components of the equity portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

C. Fixed Income Performance

1. The combined fixed income portion of the portfolio is expected to perform at a rate at least equal to the ICE BofAML 1-5 Year Government/Corporate A or Better index.
2. On a relative basis, the fixed income portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. Individual components of the fixed income portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

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V. Review and Amendments

It is the Finance and Facilities Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance and Facilities Committee should be notified in writing.

By signing this document, the Vice President for Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance Committee of the Board of Trustees.

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University of Central Florida

Vice President for Finance _____ Date _____
Chief Financial Officer

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Attachment F

OPERATING POOL IV SUB-SECTION**to the
Operating Funds Supplement to the University of Central Florida Investment Policy
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This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool IV.

Operating Pool IV will be designated for long term investments. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool IV investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool IV should be structured to maximize the long-term growth of the portfolio while generating an above benchmark total rate of return.
- B. Investments shall be undertaken in a manner that seeks to create a diversified portfolio of long-term assets without consideration for current income or pending expenditure. While reasonable liquidity should be maintained, it will be considered a secondary objective.

II. Guidelines**A. Authorized Investments**

Pursuant to the investment powers of the Finance and Facilities Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, sets forth the following investment guidelines and limitations.

1. Equity

- a. Collective investment in equity and equivalent securities (domestic and international) shall not exceed sixty-five percent (75%) of the market value of Operating Pool IV's assets.
- b. Foreign securities shall not exceed twenty percent (20%) of the market value of Operating Pool IV's assets.

2. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of "investment grade" or higher by a major credit rating service.
- b. The weighted average quality of the fixed income portfolio shall maintain a rating of "A" or higher.
- c. Duration of the fixed income portfolio shall not exceed the effective duration of the Bloomberg Barclays Aggregate Bond index by 50%.

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3. Cash & Equivalents

4. Pooled Funds

- a. For purposes of Operating Pool IV, pooled investment funds may include mutual funds, commingled funds, and exchange-traded funds, limited partnerships and private equity.

III. Target Allocations

In order to provide for a diversified portfolio, the Finance and Facilities Committee will engage investment professionals to manage and administer Operating Pool IV. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and may be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The Finance and Facilities Committee has established the following asset allocation targets for the total fund:

Asset Group	Target	Range	Comparison
Domestic Equity	45%	40% - 50%	S&P 500
International Equity	15%	10% - 20%	MSCI-ACWxUS
Alternative Assets*	5%	0% - 10%	TBD
<i>Total Equity & Equivalents</i>	65%	55% - 75%	
Broad Market Fixed Income	30%	25% - 35%	<u>Bloomberg</u> <u>Barclays</u> Capital Aggregate
TIPS*	5%	0% - 10%	<u>Bloomberg</u> <u>Barclays</u> TIPS
<i>Total Fixed Income</i>	35%	30% - 40%	
Cash & Equivalents	0%	0% - 5%	90 Day US T-Bills

*Benchmark will default to domestic equity and broad market fixed income, respectively, if these portfolios are not funded. Targets and ranges above are based on market value of total Operating Pool IV assets.

The Finance and Facilities Committee will monitor the aggregate asset allocation of the portfolio, and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, contributions and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The Finance and Facilities Committee does not intend to exercise short-term changes to the target allocation.

IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

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1. The performance of Operating Pool IV will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index comprised of 45% S&P 500, 15% MSCI-All Country World excluding U.S., 5% Alternative Assets, 30% Bloomberg Barclays Aggregate Bond and 5% Bloomberg Barclays TIPS Index.

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2. On a relative basis, it is expected that Operating Pool IV's performance will rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. On an absolute basis, the objective is that the return of Operating Pool IV will provide a total return that exceeds the Consumer Price Index plus 4.5%.

B. Equity Performance

1. The combined equity portion of the portfolio is expected to perform at a rate at least equal to a combined target index consisting of 70% S&P 500, 23% MSCI All Country World excluding U.S. Index and 7% Alternative Investments.
2. On a relative basis, the equity portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. Individual components of the equity portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

C. Fixed Income Performance

1. The combined fixed income portion of the portfolio is expected to perform at a rate at least equal to a combined target index consisting of 85% Barclays Capital U.S. Aggregate Bond and 15% Barclays TIPS index.
2. On a relative basis, the fixed income portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.

D. Alternative and Other Asset Performance

1. The overall objective of the alternative and/or "other asset" portion of the portfolio, if utilized, is to reduce the overall volatility of the portfolio and enhance returns. This portion of the fund will be benchmarked as outlined in the Investment Manager addendum.

V. Review and Amendments

It is the Finance and Facilities Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the Finance and Facilities Committee should be notified in writing.

Deleted: 9/26/2013

By signing this document, the Vice President for Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Finance and Facilities Committee of the Board of Trustees.

University of Central Florida

Vice President for Finance _____
Chief Financial Officer _____

_____ Date

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ITEM: GOV-1

**UCF BOARD OF TRUSTEES
June 18, 2020**

Title: Board Policy for University Operating, Carryforward, and Capital Outlay Budgets

Background:

The Post Investigation Action Plan was created to implement recommendations for improved university governance resulting from an investigation of inappropriate transfer of Education and General funds to construction accounts. This plan was approved by the UCF Board of Trustees on July 18, 2019. Items 21, 37, and 46 all recommend adoption of a clear and consistent Board of Trustees policy to ensure adherence to budget and planning laws and regulations.

Issues to be Considered:

Whether this policy:

1. adequately documents the Board of Trustees' expectations for the university budget development process, including appropriate engagement of the Board as the university's priorities are shaped with a focus on the strategic priorities of the university; and
2. adequately documents the Board of Trustees' expectations for presentation of a clear and consistent reporting package, including presentation of operating, carryforward, and capital outlay budgets.

Alternatives to Decision:

Propose an alternative policy to meet the budget monitoring and other fiduciary responsibilities of the Board of Trustees.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve the proposed board policy for University Operating, Carryforward, and Capital Outlay Budgets.

Authority for Board of Trustees Action:

Section 2.3, UCF Board of Trustees Eighth Amended and Restated Bylaws

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:

Joe Trubacz, Interim Vice President and Chief Financial Officer
Kathy Mitchell, Associate Vice President for Finance

Supporting Documentation:

Attachment A: Draft Board policy for University Operating, Carryforward, and Capital Outlay Budgets

Facilitators/Presenters:

Joe Trubacz, Interim Vice President and Chief Financial Officer

Derek Horton, Assistant Vice President, Budget, Planning and Analysis



Attachment A

Policy BOT-9

**University of Central Florida Board of Trustees
Policy**

Title: Board Policy for University Operating, Carryforward, and Capital Outlay Budgets

Date of Adoption: _____, 2020

POLICY STATEMENT

This Board policy serves to articulate Board expectations for Board members and staff with regard to the University's operating, carryforward, and capital outlay budgets. In the event of a conflict between any Board policy and state law or Board of Governors regulations, the law or regulations shall take precedence.

The University's operating, carryforward, and capital outlay budgets will be prepared in accordance with instructions, guidelines, and standard formats provided by the Board of Governors. The budgets must be submitted to the Board of Trustees and the Board of Governors for approval.

The University President or his designee will be responsible for the implementation of this Board policy.

PROCEDURES

University staff will provide all materials and information necessary for the Board to exercise its fiduciary responsibilities and make informed decisions as to University operating, carryforward, and capital outlay budgets.

University staff will develop budgets using legislative appropriations and tuition authority for Educational and General (E&G) funding. All other budgets will be compiled considering recommendations from university budget committees established by the University President, and a review of expected revenue, expenditures, and fund balances for each area, along with a comparison to projected and actual amounts from the prior fiscal year. The university is required, subject to certain exceptions, to maintain an unencumbered balance in the E&G fund of at least 7 percent of the approved operating budget.

University staff will provide two annual budget and financial workshops for the Board, typically in May and November. During these workshops, staff will present the total sources and planned uses of University funding.



Annual operating budgets and capital outlay budget requests will be presented to the Board of Trustees for approval, then to the Board of Governors for approval in June. Board of Governors' staff will review the plans to ensure they are in alignment with the strategic plans of the University.

Annual carryforward budgets and capital outlay budgets will be presented to the Board of Trustees for approval in September, then to the Board of Governors for approval by October 1.

As provided in the University of Central Florida Board of Trustees Delegation of Authority to the President, the University President has authority to amend approved budgets; however, Board approval is required for operating and capital outlay budget amendments for any line item of \$2 million or greater that exceeds 10 percent of the value of such line item.

University staff will present quarterly budget to actual reports for the university's and direct support organizations' operating budgets, in a format approved by the Board. University staff will present a mid-year budget to actual update for the capital outlay budget, in a format approved by the Board. Capital outlay spending is also required to be reported annually at the end of the fiscal year in a format specified by the Board of Governors.

INITIATING AUTHORITY

UCF Board of Trustees

History: New _____-20.

Authority: BOG Regulations 9.007 State University Operating Budgets, 9.013 Auxiliary Operations, 14.003 Fixed Capital Outlay Budget Requests, 14.006 Building Program and Fixed Capital Outlay Legislative Budget Request Procedures; Chapter 216, Florida Statutes, Planning and Budgeting; 1004.28 Florida Statutes, Direct Support Organizations

ITEM: GOV-2

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Proposed University Regulations UCF-2.037 Special Provisions for Veterans and Active Duty Military Students and UCF-2.040 Development, Approval, Termination, and Suspension of Degree Programs

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:

Both of these regulations are recommended for adoption to comply with BOG regulations. Regulation UCF-2.037 Special Provisions for Veterans and Active Duty Military Students is proposed to outline the process by which students with military training, experience, or coursework may earn college credit for that military training, experience, or coursework. Language regarding withdrawals is also included to ensure that students do not incur academic or financial penalties if specified conditions are met, such as a call to active duty. Finally, this regulation provides for priority registration for veterans and spouses or dependents using GI Bill educational benefits. BOG Regulation 6.013 requires that each university board of trustees adopt a regulation on this topic.

Regulation UCF-2.040 Development, Approval, Termination, and Suspension of Degree Programs is proposed to outline the policies and procedures governing new degree development, as well as termination and suspension of degree programs. BOG Regulations 8.011 and 8.012 require that each university board of trustees adopt a regulation on this topic.

These regulations were posted online May 13, 2020, and May 15, 2020, respectively, for public comment. No comments were received as of the date of submission of these materials.

Alternatives to Decision:

Do not approve University Regulations UCF-2.037 and UCF-2.040 and propose alternative amendments.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve proposed University Regulations UCF-2.037 and UCF-2.040.

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 Regulation UCF-2.037 (redline)

Attachment B: Proposed Regulation UCF-2.040 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF 2.037 Special Provisions for Veterans and Active Duty Military Students

(1) UCF will grant college credit to students with military training, experience, or coursework that is recognized by the American Council on Education (ACE). Military training, experience or coursework is subject to UCF's regular transfer practices including limitations on amount and level of transfer credit.

- (a) UCF will utilize the ACE Guide to the Evaluation of Educational Experiences in the Armed Services to determine equivalency and alignment of military coursework with appropriate university courses.
- (b) If the military training or coursework equivalency fulfills a general education or degree program requirement, UCF will apply the credit accordingly. For courses deemed college equivalency that UCF does not offer or does not meet a general education or program course requirement, the student will receive elective course credit.
- (c) Credit that was previously evaluated and awarded by another SUS Institution or other Florida degree granting college or institution and that is appropriate to the transfer student's major will be accepted subject to institution transfer limitations.
- (d) Credit awarded for military education and training will be noted on the transcript and documentation of the credit equivalency evaluation will be maintained.
- (e) Credit awarded for military education and training shall not be counted in the excess hours fee per Board of Governors Regulation 7.003 Fees, Fines and Penalties due to the credit being based on work accomplished while serving on active duty.

(2) Priority course registration will be provided for each veteran of the United States Armed Forces who is receiving GI Bill educational benefits and for the spouse or dependent children of a veteran to whom the GI Bill education benefits have been transferred.

(3) Any student enrolled in a college credit course at UCF will not incur academic or financial penalties by virtue of performing military service on behalf of our country. Students in this situation are encouraged to withdraw and will be provided any eligible refund without academic penalty, unless the student and faculty member agree that completion is imminent and possible. If the course is no longer offered when the student seeks to resume study, an equivalent course

may be selected. If the student chooses to withdraw, the student's record shall reflect that the withdrawal is due to active military service. This section applies as follows:

- (a) Students who are currently on active duty with any unit of the United States Armed Forces who receive orders that require reassignment to a different duty station or absence from class for an extended period of time during the semester in which they are enrolled; and
- (b) Students who are members of a National Guard, Air National Guard, or other military reserve unit who receive orders calling them to active duty for operational or training purposes during the semester in which they are enrolled, excluding any regularly scheduled weekend and annual training duty; and
- (c) Students who are veterans of the United States Armed Forces and who are recalled to active duty during the semester in which they are enrolled; and
- (d) Students who enlist in any branch of the United States Armed Forces and whose induction date falls within the semester in which they are enrolled.

Authority: Article IX of the Florida Constitution, 1001.706, F.S., BOG Regulations 6.013 and 7.003. History: New _____-20.

Attachment B

UCF 2.040 Development, Approval, Termination, and Suspension of Degree Programs

(1) All proposals for new degree programs, as well as all terminations of existing degree programs, shall be approved by the Board of Trustees in accordance with Board of Governors Regulation 8.011 and 8.012. The purpose of this Regulation is to outline the basic guidelines governing new degree development, as well as suspension and termination of degree programs, at the University of Central Florida. The core tenets that guide the process are:

- (a) The faculty creates, approves, and modifies all curricula, including degree programs as outlined in the faculty senate bylaws that charters the Undergraduate Council and the Graduate Council.
- (b) The administration determines program alignment with University Mission, University Strategic Plan, and the University Work Plan, as well as whether funding and funding priorities support approval of specific degree programs, given the resources needed to support those programs in a manner consistent with the University's status as an aspiring preeminent institution.

(2) All formal new degree proposals are developed at the department level by UCF faculty members. The process for approving new degree programs utilizes a pre-proposal process that includes the Board of Governor's Council of Academic Vice President's (CAVP) Academic Coordination Group (ACG).

- (a) Early in the development process, the lead faculty author works with the Provost's Office and Graduate Studies if appropriate to prepare a CAVP Pre-Proposal for the Provost's approval.
- (b) The CAVP Pre-Proposal is reviewed and approved following the guidelines provided by the provost office. Approved pre-proposals are included in the University's annual accountability report submitted to the Board of Governors.

(3) After review by the CAVP ACG, a full Proposal for New Program is completed in accordance with the common State University System (SUS) new degree proposal format and submitted through the process as outlined in Faculty Senate Bylaws.

(4) Other Academic Curricular Offerings under Board of Governors Regulation 8.011(7), which include program minors, concentrations, areas of emphasis, tracks, and for credit certificate programs, shall also follow the internal approval process, but are finalized at the Provost level.

(5) After approval by the UCF Board of Trustees, degree proposals are submitted to the Board of Governor's Office for review and inclusion in the SUS Degree Inventory, at which time the new degree program is also placed in the UCF Degree Program Inventory, with the following additional processes required for specific types of programs:

- (a) All doctoral degree programs must be reviewed by a qualified external consultant prior to consideration by the UCF Board of Trustees. The reviewer's report is advisory to the UCF Board of Trustees. After Board of Trustees approval, research doctorate and professional degrees are forwarded to the Board of Governors staff in preparation for review and approval at a formal Board of Governors meeting. Degrees at these levels are placed on the appropriate degree inventories only after approval by the full Board of Governors.
- (b) Bachelor's degree programs that are seeking limited access status or requesting waiver of the 120 credit hour limit, must also receive Board of Governors approval, and are not placed in either the Board of Governors or the UCF degree inventory until such approval is received.

(6) Approval for new majors, tracks, and certificates under an existing approved program do not require the pre-proposal process. New majors must meet the definition outlined in BOG Regulation 8.011(2)(b) and must be "reasonably associated with the degree program under which it is offered and shall share common core courses with any other majors within the same degree program." Approval for majors, track, and certificates do not require Board of Trustees or Board of Governors approval, however a full proposal is submitted as outlined in paragraph (3) above.

(7) The process for terminating a UCF degree program mirrors that found in Board of Governors Regulation 8.012. The academic unit requesting termination prepares an "Academic Degree Program Termination Form" for review and approval as outlined in the Faculty Senate bylaws. Degrees at the professional and doctoral levels are terminated only with approval from the Board of Governors. All terminated programs require a teach-out plan, if students are enrolled in the

program, in accordance with undergraduate and graduate policy as outlined in the termination form. The Provost office will oversee the notification of the Florida College System as required in 8.012 (1)(b)3.

(8) Temporary suspensions of UCF degree programs also follow the requirements set forth in Board of Governors Regulation 8.012 and require the unit to prepare a “Request for Temporary Suspension of New Enrollments in an Academic Degree Program” form. Programs may be suspended for up to 9 semesters. After that time, UCF must notify the Board of Governors’ office on the desired course of action for the program (e.g. formal termination, reinstatement, or request an extension of the suspension period).

Authority: Art. IX, Sec. 7, Fla. Constitution, BOG Regulations 8.004, 8.011, 8.012, 8.013, and 8.014. History: New _____-2020.

ITEM: GOV-3

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Amendments to University Regulation UCF-4.014 Investments

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-4.014 Investments to update employee titles and department names.

This regulation was posted online May 13, 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-4.014 or propose alternative amendments.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve proposed amendments to University Regulation UCF-4.014.

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-4.014 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF-4.014 Investments.

(1) University funds shall be invested in accordance with sections 1011.42(5) and 218.415, Florida Statutes, ~~the UCF Investments Policy~~, and the UCF Investment Policy Manual.

(2) Earnings from investments of University funds may be used for operating expenses.

(3) The ~~University Controller~~Associate Vice President for Financial Affairs, under the direction of the Vice President for ~~Administration and Finance~~ and Chief Financial Officer, shall be responsible for investing funds, liquidating investments, and maintaining adequate cash balances to meet current cash requirements.

(4) All investments shall be duly recorded on records maintained in the Division of Finance. ~~University's Finance and Accounting Department.~~

Authority: BOG Regulation 1.001. History—New 10-8-75, Amended 7-14-80, Formerly 6C7-4.14, Amended 3-16-03; Formerly 6C7-4.014, Amended 5-1-09, ____-20.

ITEM: GOV-4

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Amendments to University Regulations UCF-6.007 Traffic/Parking Regulation and Enforcement and UCF-6.008 Vehicle Registration Fees; Parking Violation Fines

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-6.007 to add new language regarding virtual parking permits. Language referring to parking meters has been replaced with language referring to short-term, timed parking. Additional language related to failure to attend a hearing for citation dismissals has also been added.

The University proposes to amend Regulation UCF-6.008 to rename the metered parking as short term, timed parking.

These regulations were posted online May 13, 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-6.007 and 6.008 as proposed.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve amendments to University of Central Florida Regulations UCF-6.007 Traffic/Parking Regulation and Enforcement and UCF-6.008 Vehicle Registration Fees; Parking Violation Fines.

Authority for Board of Trustees Action:

Board of Governors regulation 1.001

Committee Chair or Chair of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Scott Cole, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-6.007 (redline)

Attachment B: Proposed Amended Regulation UCF-6.008 (redline)

Facilitators/Presenters:

Youndy Cook, Deputy General Counsel

Attachment A

UCF-6.007 Traffic/Parking Regulation and Enforcement.

(1) General Information.

(a) Definitions.

1. The term “vehicle” shall include bicycles, motorcycles, automobiles, trucks, and other mobile equipment.
2. High Efficiency Vehicles: Vehicles which run on rechargeable batteries and gasoline engines combined or which use one or more electric motors or other non-fossil fuel for momentum. Only these vehicles will be allowed to park in spaces that have signs and/or stenciling that state “Hybrid Vehicles Only” or “HEV Parking Only”. Only Electric Vehicles which require electricity for power may park in the parking spaces designated “Electric Vehicles Only”. Vehicles parked in these spaces must be in the charging mode. Maximum time allowed in Electric Vehicle Only spaces is 4 hours. Valid UCF parking permits must be displayed.
3. Decals and hang tags: Printed labels or hang tag permits issued by the university evidencing vehicle registration. For the purposes of this regulation, the words “decal”, “hang tag”, and “permit” are synonymous.
4. Campus: Campus includes the Orlando/Main Campus and the specialized campuses: UCF Downtown, Academic Health Sciences and Rosen College of Hospitality Management.

- (b) The University Parking and Transportation Advisory Committee serves as the principal advisory body to the president through the Vice President for Administration and Chief Operating Officer, recommending policies and regulations that govern traffic and parking on the UCF campus. The committee shall consist of two (2) faculty members selected by the Faculty Senate Parking Advisory Committee; two (2) students appointed by the president of Student Government Association; two (2) staff members appointed by USPS Staff Council; one (1) Administrative and Professional employee appointed by the vice president for Administration and Finance. The Vice President for Administration and Chief Operating Officer will appoint one additional member to serve as chair. The term of service shall be two (2) years, staggered with the exception of student members, who

shall serve for one year. The committee may elect a vice-chair to serve in the absence of the chair.

- (c) The University Parking Citation Appeals Committee is composed of up to two faculty (2) members, four (4) students, two (2) university employees and one (1) chair. The University Parking Citation Appeals Committee has jurisdiction over violations of the university's parking regulations. In those cases heard before it, this committee will render decisions adjudicating guilt and will impose appropriate monetary or restrictive penalties. The University Parking Citation Appeals Committee reports to the Vice President for Administration and Chief Operating Officer.
- (d) Applicability – The provisions of this regulation shall apply at all times to vehicles that are operated or parked on the UCF campus. The fines, penalties and other sanctions against persons in violation of the provisions of this regulation will be enforced as follows:
 - 1. In the case of a vehicle registered with the Department of Parking and Transportation, the university shall assess fines for parking violations against the person in whose name the vehicle is registered with Parking and Transportation Services.
 - 2. In the case of a vehicle not so registered, assessments for parking violations shall be made against the operator if it is determined that the operator at the time of the violation is associated with the university and, in fact, should have registered the vehicle with the Department of Parking and Transportation.
 - 3. If a vehicle is not registered with the university and the operator is not associated with the university, fines will be assessed against the vehicle's state registration vehicle certificate holder.
- (e) Responsibility – Unless otherwise noted, the Department of Parking and Transportation is responsible for the implementation and enforcement of this regulation and for resolution of disputes with regard to the university's parking and traffic regulations.
- (f) Authorizations.
 - 1. Operation of a motor vehicle upon any UCF campus is a privilege granted by the university. All vehicles parked on any university campus must be currently

registered with the Department of Motor Vehicles and display a valid license tag. UCF adheres to Florida State Statutes regarding vehicle registration expiration dates.

2. The university is authorized and reserves the right to regulate the use of any of its vehicle parking facilities for the exclusive use of designated groups or individuals.
3. Any individual possessing a valid driver's license may operate a properly registered motor vehicle on the UCF campus in accordance with the provisions of these regulations.
4. UCF police officers, community service officers (CSOs) and parking enforcement personnel are authorized to issue a university parking and traffic citation to any person or vehicle violating university parking and traffic regulations.
5. Vehicles are subject to immobilization or being towed from the campus, depending upon the need for such action, as set forth in these regulations.
6. UCF assumes no responsibility for vehicles, or their contents, parked on campus.
7. The University of Central Florida utilizes license plate recognition hardware and software (LPR) for parking systems management and enforcement as of 2019.

(2) Registration Regulations.

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

1. Vehicles displaying "government" license plates.
2. Properly identified Government officials, such as FBI, ATF, US Customs, etc., who park on campus on official business, whose vehicles do not display an official government tag or other governmental markings, may be issued a one day parking permit free of charge. These permits may be issued at either the Visitor and Parking Information Center or the Department of Parking and Transportation.

3. Construction personnel and contractors engaged in projects on campus may park within the designated fenced enclosure of the construction site without a UCF parking permit.
 4. Visitors shall comply with subparagraph (i)15 below.
- (b) Registration of more than one automobile and one motorcycle is permissible by paying full price for each permanent decal or hang tag. A hang tag permit transferable from automobile to automobile is also available; however hang tags cannot be transferred from an automobile to a motorcycle.
 - (c) The vehicle registration year begins September 1 and ends August 31 the following year. Each vehicle must be registered with permit properly displayed no later than the first day of classes of each semester.
 - (d) All individuals who register their vehicles at the university must register them online. Registrants may pay for their parking permits online with a credit card, Knight Cash, or pay for them in person at the Department of Parking and Transportation in Parking Garage B.
 - (e) Decal Display – Issued decals are to be permanently affixed to the registered vehicle. Decals must be affixed either to the left rear bumper or on the outside of the rear windshield of the driver’s side. Motorcycle decals must be affixed to the right front fork. Decals not affixed in accordance with instructions will result in a citation for improper display.
 - (f) Hang tag permits must be displayed on the rear-view mirror with the permit number and expiration date visible and legible from the exterior of the vehicle.
 - (g) Registrants must register their own vehicle. The Department of Parking and Transportation must be notified of any change in ownership or license plate number.
 - (h) Permanent decals are not transferable between individuals or vehicles. Upon sale or other disposal of a registered vehicle, the permanent decal must be destroyed unless the registrant wishes to purchase a replacement decal. If the registrant wishes to purchase a replacement decal, the registrant must remove the original decal from the disposed vehicle and return it (or sufficient fragments thereof, including the decal number) to the Department of Parking and Transportation as proof that the original decal is no longer in use.
 - (i) Parking permits are sold or issued under the following guidelines:

1. Only the university president, vice presidents, associate vice presidents, assistant vice presidents, deans and others as approved by the University Parking and Transportation Advisory Committee are eligible to purchase “A” permits. An “A” permit authorizes parking in a 24-hour reserved space, as well as in any other legal parking space on campus that is not reserved for 24 hours daily use. Only a limited number of 24-hour reserved spaces are available.
2. Except as provided otherwise above in subparagraph (i)1, employees with salaries >\$50,001 must purchase “B” permits. “B” permits authorize parking in designated “B”, “C”, and “D” parking areas or in any unreserved parking garage on the campus. Employees with salaries < \$50,000 may purchase either a “B” or “C” permit, but they must park in the type of facility designated by the permit they choose, or in any unreserved parking garage. Category of permit must be selected when the permit order is placed. Full-time employees who are also enrolled in classes are not eligible to purchase student “D” permits.
3. All non-student OPS employees may purchase “B” or “C” permits based on the aforementioned criteria, but they must park in the type of facility designated by the permit they choose, or in any unreserved parking garage on the campus.
4. Eligible non-UCF employees of the Research Park and on-campus vending/retail establishments must purchase only “C” permits. A “C” permit authorizes parking in designated “C” and “D” areas only, or in any unreserved parking garage on the campus.
5. All students who do not live on campus may purchase only “D” permits. “D” permits authorize parking in designated “D” parking areas only or in any unreserved parking garage on the campus. Graduate Teaching Assistants, Graduate Research Assistants and all other student OPS employees must purchase only “D” permits.
6. All students, staff and faculty parking motorcycles, mopeds, or motor scooters on campus must purchase motorcycle (“MC”) permits. “MC” permits authorize parking in designated motorcycle spaces only.

7. Residential students who reside in the Apollo, Libra, Nike, Hercules, and Neptune communities must purchase only “R” permits. “R” permits are restricted to “R” designated parking areas between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday; however, any unreserved parking space may be used at all other times. Posted overnight and game day restrictions apply.
8. Residential students who reside in the Lake Claire community must purchase only “RL” permits. “RL” permits are restricted to “RL” designated parking areas between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday; however, any unreserved parking space may be used at all other times. Posted overnight and game day restrictions apply.
9. Residential students who reside in the Towers at Knights Plaza must purchase only “KP” permits. “KP” permits are restricted to parking garage E or G between the hours of 7:00 a.m. and 5:30 p.m. Monday through Friday; however, any unreserved parking space or garage may be used at all other times. Posted overnight and game day restrictions apply.
10. Employees and students at the Rosen College of Hospitality Management and UCF Downtown campus must purchase a permit of the appropriate classification (“B”, “C”, or “D”) which may be used for parking on the UCF main campus, the UCF Downtown campus, the Academic Health Sciences campus, and the Rosen campus in “B”, “C”, or “D” lots as their permit designates.
11. Valencia employees and students must purchase a “V” permit of the appropriate classification (“BV”, “CV”, or “DV”) which may be used for parking on the UCF Downtown campus, the UCF main campus, the Rosen Campus, and the Academic Health Sciences campus in “B”, “C”, or “D” lots as their permit designates.
12. Employees and students of the Academic Health Sciences Campus must purchase a “M” permit of the appropriate classification (“BM”, “CM”, or “DM”). “M” permits allow parking at the Academic Health Sciences Campus, UCF main campus, the Rosen Campus, and the UCF Downtown Campus in “B”, “C”, or “D” lots as their permit designates.

13. Employees of the Athletics Department, UCF Convocation Corporation (UCFCC), and the Arena, may be issued “F” permits. Approval to purchase an ‘F’ permit must be granted by a designee of the Athletics Department or UCFCC. An “F” permit authorizes parking in parking garage F or any other parking lot or unreserved parking garage that is equivalent to the permit they are issued. “F” permits may be red or blue.
14. Special guests of the university, including but not limited to fully retired UCF employees, eligible campus ministry personnel and State Auditors, shall be issued “G” permits, subject to the availability of such permits. A “G” permit authorizes parking in any legal parking space on campus other than those reserved twenty-four (24) hours a day. Requests for this permit shall be submitted to the Department of Parking and Transportation. Retirees who return to work in a full-time position with benefits are not eligible to receive a “G” permit. “G” permits, whether decal or hang tag, are assigned to the retiree or other eligible person(s) for their use only and may not be transferred to another person. Such transference constitutes fraud and the permit may be revoked. Further, additional permit issuance may be prohibited to the retiree as well as any other individual involved with the use of said permit. A replacement fee may be assessed for a “G” permit that is reported lost.
15. Vendor permits are available to vendors who conduct business on the university campus. University departments located off campus may purchase vendor permits for short term, official business only. Vendor permits allow for parking for short term (2 hours) for use of Service Vehicles Only spaces for close parking access to buildings to load or unload materials, supplies, and/or equipment. For all other usage, including any parking exceeding 2 hours, Vendor permits allow use of any “C” or “D” parking lot or unreserved parking garage spaces. Vendor permits are not intended to be used to provide convenient parking or an alternative to purchasing a parking permit. Departments that purchase vendor permits are specifically prohibited from allowing students to use the permits for non-vendor functions, e.g. to go to class or attend campus events. If heavy lifting of materials is not required, a UCF staff hang tag may be purchased instead. Vendors who need a permit on

an infrequent basis may purchase a daily permit that can be used as a vendor permit. In such cases vendors must inform Parking and Transportation Services personnel of their need for a vendor parking permit. Departments found in violation of this regulation will have their vendor permit confiscated and rescinded for the balance of the parking year, and may be designated as ineligible for purchase/re-issue of a vendor permit for a period up to one year.

16. Visitors to the campus shall purchase a daily visitor's parking permit at the Visitors and Parking Information Center ~~or the Department of Parking and Transportation~~. This permit is to be displayed on the vehicle as instructed and authorizes parking in student ("D") parking lots and unreserved parking garages unless otherwise directed by parking services personnel. Daily permits are valid from time of purchase until 11:59 p.m. of the date purchased. Visitors may also purchase a virtual permit online at www.parking.ucf.edu. A virtual permit authorizes parking in all student parking lots and unreserved parking garages. Visitors may also park in any ~~metered parking space~~ short-term, timed parking space by paying the appropriate ~~parking meter~~ fee for the time requested. Short-term, timed spaces ~~Meters~~ may be enforced 24 hours a day, unless otherwise posted.
17. Individuals who possess a valid Disabled Veteran (DV) license plate are exempt from the parking permit fee provided the DV license plate is registered in their name.
18. Persons holding current, permanent state-issued disabled placards, or temporary state disabled placards are required to purchase a UCF parking permit of appropriate classification, i.e., "B," "C," or "D," or "Daily Visitor" to park on the campus. Disabled persons with such appropriate permits may park in any available disabled parking space on the campus, including unreserved parking garages, except for those spaces that are restricted, such as designated twenty-four hour reserved or service parking spaces.
19. Temporary parking permits must be obtained when an unregistered substitute vehicle is being parked on campus. A temporary permit may be obtained at the Visitors and Parking Information Center or at the Department of Parking and Transportation during business hours. A temporary permit for substitute

vehicles is issued at no charge and allows the same parking privileges as does the permanent decal for which it substitutes. A temporary permit shall be issued for a maximum period of seven (7) days. A maximum of six (6) temporary permits may be issued to a vehicle in a single semester. Failure to obtain a temporary permit will result in a citation for no permit. A temporary permit shall be displayed on the vehicle rearview mirror facing forward.

20. Patients of UCF Student Health Services and UCF Counseling Center or Wellness and Health Promotion Services:

- a. Student Health Services: Both a valid UCF parking permit and Health Services parking pass must be properly displayed when parking in Health Services patient spaces. The Health Services pass must be obtained from the reception desk located in Student Health Services.
- b. Counseling Center: Both a valid UCF parking permit and Counseling Center parking pass must be properly displayed when parking in the Counseling Center patient spaces. The Counseling Center pass must be obtained from the reception desk located in the Counseling Center.
- c. Biofeedback Clients: Both a valid UCF parking permit and Biofeedback Center parking pass must be displayed when parking in the Biofeedback client spaces. The Biofeedback pass must be obtained from Wellness and Health Promotion Services.

21. Replacement permits:

- a. Replacement permits are issued for \$14.08 plus tax for a multi-semester permit and \$7.04 plus tax for a one semester permit. Proof of sale of the vehicle or return of the original permit is required. If a permit is stolen, a stolen parking permit affidavit must be filed and signed before the replacement permit may be issued.
- b. When the original permit or sufficient remnants thereof, is not returned or proof of sale is not provided, the replacement fee shall be the full fee in effect at the time of the replacement. The full fee also applies to permits to replace those that are reported lost.

(3) Parking Regulations.

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

7. Unauthorized parking in 24-hour reserved “A” parking spaces.
8. Unauthorized parking in designated service areas.
9. Parking an unregistered vehicle without a valid parking permit anywhere on the UCF campuses.
10. Failure to display parking permits properly: not permanently affixed, improperly placed, or not displayed on the vehicle for which purchased.
11. Failure to cancel registration or to destroy parking decal upon disposal of the registered vehicle.
12. Unauthorized or fraudulent use of a parking permit.
13. Parking a bicycle, electric bicycle, scooter, skateboard, or any micro-mobility device in a motor vehicle space, on disabled ramps, in areas designated by signs as no bicycle parking, on sidewalks or crosswalks, or in any way to impede ingress or egress of a building.
14. Parking a motorcycle in a motor vehicle space, or any space not designated as motorcycle parking.

(4) Disposition of Parking Citations.

- (a) Payments of non-contested parking citations must be received by the Department of Parking and Transportation within ten (10) business days from the date of citation issue. A late charge of \$10.00 shall be assessed each citation if payment is received after the ten (10) business day period. Payments shall be made by mail, in person, by telephone, online (at www.parking.ucf.edu), or by deposit in campus fine collection boxes. Campus fine collection boxes are yellow and located throughout the campus.
- (b) Once a citation has been placed on the vehicle, Parking and Transportation personnel have no further responsibility of notification.
- (c) Fifty (50) or more coins used in any parking related transaction delays processing and will not be accepted as a form of payment.
- (d) Any person who alleges being unjustly ticketed shall appeal the citation online at www.parking.ucf.edu within ten (10) business days from the date the citation was issued. The Director of the Department of Parking and Transportation or an authorized designee shall eliminate late charges or dismiss the citation altogether if it is determined to have been issued in error. Appeals not sustained by the director or authorized designee shall be heard by the Parking Citation Appeals Committee.

Individuals requesting personal appeals shall be notified of their scheduled hearing date at the time his or her appeal is submitted online. A reminder of the notification will be emailed to the appellant prior to the scheduled appeal date. Written appeals shall be reviewed by a Parking and Transportation Services sub-committee made up of representatives from parking enforcement, maintenance, management, general staff and students. All appellants shall be notified by email of the committee's decision subsequent to the appeal being heard. Fees assessed due to a vehicle's immobilization may not be appealed.

- (e) The decisions of the Parking Citation Appeals Committee shall be based upon the provisions set forth in this regulation and extenuating circumstances, if any, and are final and binding, except as set forth herein. A student may request a second level of appeal by submitting a written appeal with the Student Government Association's Judicial Council within ten (10) business days upon receiving notification that the original appeal to the Parking Citation Appeals Committee was heard and denied. The Student Government Association is responsible for establishing the appeal procedure for this second level of appeal. The decision of the Judicial Council is final and binding and no further appeals shall be permitted. For purposes of this appeal process, "student" shall be defined to mean a person enrolled in classes at UCF as of the date of the parking citation.
- (f) The following reasons will not be accepted by the Judicial Council as grounds to dismiss or reduce a citation. This is not an all-inclusive list:
 - 1. Disagreement with the traffic and parking regulations
 - 2. Ignorance of the regulation
 - 3. Stated inability to find a permitted parking space
 - 4. Operation of the vehicle by another person
 - 5. Tardiness to class and/or appointment
 - 6. Inability to pay fine (lack of money)
 - 7. Displayed expired permit
 - 8. Traffic congestion
 - 9. Stated perception that designated parking area is not safe
 - 10. To delay paying the fine for an appealed citation
 - 11. Unsupported evidence of direction by any university official

12. Failure to attend the scheduled personal appeal or notify Parking Services twenty-four (24) hours in advance of the hearing of the inability to attend.

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

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

(5) Vehicle Immobilization.

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

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

- (b) Cost of release from immobilization is \$50.00 and payment of all unpaid citations.

Citations issued up to time immobilization are not allowed to be appealed. Release is available from Parking Services personnel Monday through Friday 7:30 a.m. to 9:00 p.m.

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

- (a) The vehicle is parked in a hazardous manner, blocking traffic, roadways, crosswalks, sidewalks, disabled ramps, or creating a hazard such as leaking gasoline.
- (b) The vehicle is parked in a space reserved twenty-four (24) hours per day.

- (c) When arrangements to release an immobilized vehicle have not been made within forty-eight (48) hours of the original immobilization.
- (d) When the vehicle is abandoned on campus for any reason whatsoever for more than forty-eight (48) hours.
- (e) When immobilization is not appropriate due to vehicular construction.
- (f) When the vehicle owner has previously removed or attempted to remove an immobilization device without authorization.
- (g) When the vehicle is parked in a parking lot or garage during posted time restrictions.

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

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

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

(9) Traffic Regulations.

- (a) State Uniform Traffic Control Law, Chapter 316, F.S., as well as Chapter 320 F.S., is in effect on campus at all times.
- (b) Campus speed limits are 10 mph in parking lots and parking garages and 30 mph on roads unless otherwise posted.
- (c) It is a violation to drive or park in an opposing direction than indicated by signs, flow of traffic or directional arrows.
- (d) Back in parking is not allowed in any parking lots or garages.
- (e) Parking bicycles, scooters or vehicles on grass or on sidewalks not used as access areas is a violation. Conveyances used by disabled persons are exempt from this regulation.

- (f) State of Florida Uniform Traffic citations issued on campus by university police officers are referred to appropriate local government courts for disposition.

Authority: BOG Regulation 1.001. History—New 3-22-76, Amended 8-19-82, 5-5-83, 8-14-83, Formerly 6C7-6.07, Amended 8-1-88, 9-20-89, 8-12-90, 7-21-91, 10-11-92, 9-8-93, 9-15-96, 8-14-02, 12-8-03, 8-14-05, 6-27-06, 8-15-06, 6-25-07, 7-31-08, Formerly 6C7-6.007, Amended 7-1-09, 6-24-10, 7-7-11, 3-16-12, 7-23-13, 9-2-14, 6-22-15, 7-5-16, 6-23-17, 5-24-18, 5-16-19, _____-20.

Attachment B

UCF-6.008 Vehicle Registration Fees; Parking Violation Fines.

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

(a) Decal fees for the ~~2020-21~~2019-20 academic years and going forward are:

Classification	Multi-semester	1 Semester
B	\$303.60	\$152.29
BM	\$303.60	
BV	\$303.60	\$152.29
C	\$181.01	\$ 90.98
CM	\$181.01	
CV	\$181.01	\$90.98
D	\$90.03	\$ 45.01
DM	\$90.03	
DV	\$90.03	\$45.01
G	No charge	No charge
KP	\$135.04	\$67.52
MC	\$46.93	\$23.94
R	\$135.04	\$67.52
RL	\$135.04	\$67.52

(b) Hangtag fees for the ~~2020-21~~2017-18 academic years and going forward are:

Classification	Multi-semester	1 Semester
A	\$1029.58	\$514.79
AV	\$1029.59	\$512.79
B	\$318.78	\$159.39
BM	\$318.78	
BV	\$318.78	\$159.39
C	\$190.06	\$95.03
CM	\$190.06	
CV	\$190.06	\$95.03
D	\$94.53	\$47.27

DV	\$94.53	\$47.27
KP	\$141.79	\$70.90
R	\$141.79	\$70.90
RL	\$141.79	\$70.90
V	\$47.89 monthly or \$478.87 annually from date of purchase	

(c) Additional Parking Fees:

1. Daily Visitor: \$5.00 per day.
 - a. Daily Visitor permits after 5:30 p.m.: \$3.00
 - b. Daily Visitor permits are valid from the time of purchase until 11:59 p.m. the same day.
2. Temporary, No Charge (available to current permit holders only).
3. ~~Timed, short-term~~~~Metered~~ parking ~~spaces~~: \$1.00 per hour.
4. Pay-by-space (Visitors Lot Only): \$1.00 per hour for a 2-hour maximum.
5. Replacement permits are issued for \$14.08 plus tax for a multi-semester permit and \$7.04 plus tax for a one semester permit. Proof of sale of the vehicle or return of the original permit is required.
6. EV charging stations are provided for electric vehicles. Vehicles parked in the EV charging station spaces must display a valid UCF parking permit and be in charging mode. Vehicles will be assessed \$1.00 per each hour they are charging up to 4 hours. There will be a 30 minute time frame to remove the vehicle from the EV charging space. The fee will increase incrementally by \$1.00 for each hour parked at the charging station beyond the initial four (4) hours. (Example - at hour 5.5 the fee will increase to \$2.00 per hour; at hour 6.5 the fee will increase to \$3.00 per hour, and so forth).

- (d) Special Provisions. Per University regulation UCF-6.007 2(i)(7)-(9), all on-campus students who reside in Apollo, Libra, Nike, Hercules, Neptune communities (R permits), Lake Claire residents (RL permits) and Towers at Knights Plaza (KP permits) are eligible to purchase only those designated permits associated with their residencies. Vehicles displaying these associated decals or hang tags are restricted to their designated residential parking areas between the hours of 7:00 a.m. and

5:30 p.m. Monday through Friday. Unreserved campus parking spaces may be used by these vehicles outside those days and times.

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

(2) Schedule of Parking Violation Fines.

- | | | |
|-----|---|----------|
| (a) | Violation | Fine |
| | Unregistered or No Valid Permit | \$30.00 |
| | Improper Display of Permit | \$20.00 |
| | Unauthorized or Fraudulent Use of Permit | \$100.00 |
| | Expired License Plate | \$40.00 |
| | Parking in a Disabled Space Without Proper Permit | \$250.00 |
| | Blocking a Disabled Ramp | \$250.00 |
| | Unauthorized Parking in a 24-Hour Reserved Space | \$50.00 |
| | Blocking Traffic or a Roadway | \$30.00 |
| | Parking in a Service Vehicle Space Without Proper Permit | \$35.00 |
| | Parked Out of Assigned Area | \$25.00 |
| | Expired Meter or Overtime in a Pay-by-Space Parking Space | \$20.00 |
| | Parking in an Undesignated Area | \$30.00 |
| | Parked Facing Traffic/Backed in parking space | \$20.00 |
| | Immobilization Fee | \$50.00 |
| | Any Other Parking Violation Not Herein Specified | \$20.00 |
- (b) All parking violation fines are due within 10 business days. Fines not paid within ten (10) business days, will accumulate a \$10.00 late fee.
 - (c) Administrative Fees: A fee may be applied in lieu of the original citation fee(s) when the appellant is found to have committed the violation but the appeals committee deems it reasonable to waive a portion of the fee.
 1. Immobilization (Boot) Fee: \$50.00
 2. Impoundment Fee (for bicycles): \$20.00

- (d) The following violations may be considered for waiver only on the first occurrence; subsequent violations will be charged at the full citation fee and are not eligible for a waiver.

1. Failure to display a valid parking permit: \$10.00
2. Failure to display a valid license plate: \$10.00

Authority: BOG Regulations 1.001 and 7.003. History—New 7-1-09, Amended 8-12-10, 7-7-11, 6-29-12, 7-23-13, 7-9-14, 7-1-15, 6-23-17, 5-24-18, 5-16-19, _____-20.

ITEM: GOV-5

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Amendments to Chapter 5 University Regulations

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 several regulations related to students and student organizations, including regulations setting out the student and student organization conduct procedures and the regulation articulating the academic behavior standards and process. Each change in each regulation is tracked in the attached. In many of the regulations, references to Office of Student Conduct have been changed to Student Conduct & Academic Integrity to reflect to new office name. The following highlights other proposed changes in each Regulation:

Regulation UCF-5.006 Student Rights and Responsibilities - updating references to university policy 2-004 “Prohibition of Discrimination, Harassment and Related Interpersonal Violence;” revising language related to medical emergencies.

Regulation UCF-5.007 Office of Student Conduct; Scope; Student Conduct Records – moving language regarding medical emergencies arising out of alcohol and other drug use to this regulation from two different regulations.

Regulation UCF-5.008 Rules of Conduct – moving medical emergency language to Regulation UCF-5.007; updating disruptive conduct prohibition; updating the rule of conduct prohibiting misuse or unauthorized use of university facilities and grounds to cross-reference definition in University Regulation UCF-4.036; updating the provisions related to hazing and stalking. Additionally, adding new language to the sections on academic misconduct, disruptive conduct, and larceny/property damage.

Regulation UCF-5.009 Student Conduct Review Process; Sanctions – making small updates related to Deferred Disciplinary Suspension and process deadlines.

Regulation UCF-5.010 Student Conduct Appeals – updating and reorganizing the provisions of the Community ReEngagement and Educational Development Program.

Regulation UCF-5.011 Scope; Authority; Principles of Group Responsibility; Violations of Law and Rule of Conduct Violations; Registered Student Organizational Conduct Records – updating the title; adding language regarding medical emergencies which was previously located in different regulations; revising the scope of these organizational principles; and making changes in the appeal process.

Regulation UCF-5.012 Organizational Rules of Conduct – updating the prohibitions on provision of false or misleading information and disruptive conduct; adding references to university policy in prohibitions related to discriminatory and sexual harassment; and updating the prohibition on hazing. Additionally, removing language regarding medical emergencies which is proposed for placement in Regulation UCF-5.011.

Regulation UCF-5.013 Organizational Conduct Review Process; Sanctions; Appeals – updating the provisions of the student organization Community ReEngagement and Educational Development Program; changing the deadline for final determinations to be issued; and make a small change regarding organizational suspension.

Regulation UCF-5.015 Student Academic Behavior Standards – adding deferred disciplinary suspension as an informal hearing outcome option; updating deadlines at different points in the process.

These regulations were posted online May 15, 2020, for public comment. Two public comments were received, the university reviewed them and does not feel that any changes to the language of the regulation are warranted.

Alternatives to Decision:

Do not amend University Regulations UCF-5.006, 5.007, 5.008, 5.009, 5.010, 5.011, 5.012, 5.013, and 5.015.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve amendments to University of Central Florida Regulations UCF-5.006, 5.007, 5.008, 5.009, 5.010, 5.011, 5.012, 5.013, and 5.015.

Authority for Board of Trustees Action:

Board of Governors regulation 1.001

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chairman of the Board approval:

Chair Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Scott Cole, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-5.006 (redline)
Attachment B: Proposed Amended Regulation UCF-5.007 (redline)
Attachment C: Proposed Amended Regulation UCF-5.008 (redline)
Attachment D: Proposed Amended Regulation UCF-5.009 (redline)
Attachment E: Proposed Amended Regulation UCF-5.010 (redline)
Attachment F: Proposed Amended Regulation UCF-5.011 (redline)
Attachment G: Proposed Amended Regulation UCF-5.012 (redline)
Attachment H: Proposed Amended Regulation UCF-5.013 (redline)
Attachment I: Proposed Amended Regulation UCF-5.015 (redline)

Facilitators/Presenters:

Youndy Cook, Sr. Deputy General Counsel

Attachment A

UCF-5.006 Student Rights and Responsibilities

(1) Student Rights. Upon enrollment, students are entitled to the following freedoms and rights, provided the exercise thereof is accomplished in accordance with University procedures and does not result in disruption or disturbance as elsewhere described in the Regulations.

- (a) Participation in Student Government Association and its elective process.
- (b) Membership in Registered Student Organizations.
- (c) Freedom of expression. The basic freedoms of students to hear, write, distribute, and act upon a variety of thoughts and beliefs are guaranteed. Freedom of expression carries with it the responsibility for seeing that the essential order of the University is preserved.
- (d) Freedom to hold public forums. The University desires to create a spirit of free inquiry and to promote the timely discussion of a wide variety of issues, provided the views expressed are stated openly and are subject to critical evaluation. Restraints on free inquiry are held to a minimum and are consistent with preserving an organized society in which peaceful, democratic means for change are available. Guest lecturers or off-campus speakers sponsored by student groups may appear on the UCF campus following arrangements with the designated University authority for such appearances.
- (e) Freedom to hear, write, distribute, and act upon a variety of thoughts and beliefs. This freedom is subject to the following:
 - 1. Written materials identified by authorship and sponsorship may be sold or distributed on campus within the guidelines of propriety and responsible journalism. The distribution of such material, as is arranged by the Director of Office of Student Involvement, is permissible for registered student organizations provided steps have been taken to preserve the orderliness of the campus.
 - 2. Solicitation, whether printed materials or otherwise, on campus is prohibited except as provided in University Regulation UCF-4.010.
 - 3. The distribution of materials or circulation of petitions to captive audiences such as those in classrooms, at registration, in study areas or in residential units is not allowed without prior permission. Such permission may be requested from the appropriate university official.

- (f) Peaceful assembly. Student gatherings must neither disrupt or interfere with the orderly educational operation of the institution, nor violate state or local laws, or University regulations.
 - (g) Fair and impartial proceeding. These matters shall include, but not be limited to:
 - 1. Disciplinary proceedings involving an alleged violation of academic and nonacademic rules.
 - 2. Refunds and charges. The status of a student charged with a violation of University rules shall not be affected pending final disposition of the charges except in the case of administrative action (also known as an interim action). For specific procedures and rights of students during the Student Conduct Review Process, see later section entitled “Student Conduct Review Process.”
 - (h) Confidentiality of student records. Each University office and agency which generates, collects, and disseminates information on students must follow the guidelines for confidentiality of those records in their possession. For further information see “Student Record Guidelines.”
- (2) Student Responsibilities. A student at the University is deemed to have given his or her consent to the policies of the University and the Florida Board of Governors and to the laws of the State of Florida. Each student is responsible for reviewing the rules and regulations of the University and for abiding by them.
- (3) Definitions.
- (a) The term “Academic Integrity Panel” is comprised of one faculty and one staff/faculty member and two students selected from the Student Conduct Board. Members of this panel will receive annual training on how to conduct an investigation related to academic misconduct.
 - (b) The term “Advisor” or “Support Person” refers to any individual who provides support, guidance or advice to a party involved in a Title IX investigation or Student Conduct Review Process. The Advisor or Support Person of the involved party’s choice may assist and/or accompany the party throughout the investigative process and Student Conduct Review Process. This person shall not speak for, or present the information on behalf of the party who requested the Advisor or Support Person’s attendance.

- (c) The term “Clery Act” refers to the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. The Clery Act is a federal law that requires institutions of higher education to provide current and prospective students and employees, the public, and the federal government with crime statistics and information about campus crime prevention programs and policies. Among other crimes, the Clery Act requires that colleges and universities report forcible sex offenses including sexual assault and rape. The Clery Act was amended by the Violence Against Women Reauthorization Act of 2013.
- (d) The term “Community ReEngagement and Educational Development (CREED) Program” is a committee composed of an equal number of faculty/staff and students appointed by the Director of ~~the Office of~~ Student Conduct and Academic Integrity (SCAI) or designee to review the disciplinary ~~probation~~-status of a student, or the removal of a “Z Designation” on a student’s transcript.
- (e) The term “Complainant” refers to anyone who discloses having been subjected to sex discrimination, which includes sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, retaliation, or complicity in the commission of any act prohibited by the Rules of Conduct section UCF-5.008(5) or the Organizational Rules of Conduct section UCF-5.012(5), regardless of whether that person makes a report or seeks action under that policy.
- (f) The term “Continuously Enrolled” is defined as being enrolled in classes without a break of two or more consecutive regular semesters/terms (i.e., Fall and Spring, or Spring, Summer, and Fall).
- (g) The term "Deputy Title IX Coordinator" is defined as a university employee who is responsible for assisting with the coordination of the University’s efforts to comply with and carry out its responsibilities under Title IX. UCF’s Deputy Title IX Coordinators are Dana Juntunen, Brandi Stuart, and Abigail Malick.
- (h) The term “Director of ~~the OSCAI~~” refers to the Director of ~~the Office of~~ Student Conduct and Academic Integrity.
- (i) The term “Executive Director of the OSRR” refers to the Executive Director of the Office of Student Rights and Responsibilities.

- (j) The term “Hold” refers to a service indicator placed on a student’s record that includes but is not limited to: prevent modification to registration; access to transcripts; and re-enrollment following a separation from the University
- (k) The term “mandated assessment” refers to a process which is used to evaluate the student’s risk of harm to self or others, and to take appropriate actions to ensure the safety of the student or others if risk is present, completed by a licensed mental health professional or other appropriate licensed medical provider.
- (l) The term “Off Campus” refers to any location not defined as University premises.
- (m) The term “Overlay” refers to a notification on a student’s university transcript that states the student is not in good standing.
- (n) The term “Preponderance of Evidence” means that evidence, considered as a whole, shows that the fact sought to be proved is more probable than not. This is the standard used in adjudicating all disciplinary cases within the Student Conduct Review Process.
- (o) The term “Record Sealing” refers to when a student’s disciplinary record cannot be examined except by a court order or designated officials.
- (p) The term “Relevant Information” means information that has been shown to directly support the position of a party throughout the University’s investigative process or Student Conduct Review Process.
- (q) The term “Respondent” refers to any student or registered student organization who has been accused of sex discrimination, which includes sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, retaliation, or complicity as defined in Rules of Conduct section UCF-5.008(5) or the Organizational Rules of Conduct section UCF-5.012(5).
- (r) The term “Responsible Employee” is defined as any employee, and Direct Support Organization non-student employee, who is not a confidential employee as defined in the University’s *Prohibition of Discrimination, Harassment and Related Interpersonal Violence Policy*. Responsible Employees include (but are not necessarily limited to) Faculty (full-time and part-time), Staff (full-time and part-time), Resident Assistants, and graduate students with classroom responsibilities. Responsible employees also include those employees identified as Campus Security Authorities (CSAs). The University reserves the right to designate other

individuals involved in university-sponsored/related activities as Responsible Employees on a case-by-case basis.

- (s) The term “Sanction” refers to outcome(s) imposed on students and registered student organizations found in violation of any Rules of Conduct or Organizational Rules of Conduct.
- (t) The term “Sex Discrimination” refers to any unlawful distinction, preference or detriment to an individual that is based upon an individual’s sex that: (1) excludes an individual from participation in; (2) denies the individual the benefits of; (3) treats the individual differently with regards to; or (4) otherwise adversely affects a term or condition of an individual’s employment, education, living environment, or participation in a university program or activity. Sex discrimination includes sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, retaliation, or complicity.
- (u) The term “Student” means any person enrolled in one or more classes at the University, either full time or part time, study abroad student, online students, continuing education students, students pursuing undergraduate, graduate or professional studies, either degree seeking or non-degree seeking. Persons who withdraw after allegedly violating the Rules of Conduct, or who are not officially enrolled for a particular academic term but who have a continuing relationship with the University are also “students.” Individuals who have been accepted for admission and have paid an enrollment deposit are considered “students” for limited purposes (including the Student Conduct Review Process).
- (v) The term “Student Conduct Board” means any person or persons authorized by the Director of ~~the OSCSAI~~ or designee to gather information and make proposed findings regarding whether a student or registered student organization has violated the Rules of Conduct or Organizational Rules of Conduct and to propose sanctions that may be imposed.
- (w) The term “Title IX” refers to the Title IX of the Education Amendments of 1972 which is a federal law that protects people from discrimination based on sex in education programs or activities which receive Federal financial assistance. Title IX states that: “No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination

under any education program or activity receiving Federal financial assistance”. Title IX’s sex discrimination prohibition protects against sexual harassment and sexual violence and extends to claims of discrimination based on gender identity or failure to conform to stereotypical notions of masculinity or femininity, pregnancy or parental status.

- (x) The “Title IX Coordinator” is defined as a university employee who is responsible for coordinating the University’s efforts to comply with and carry out its responsibilities under Title IX. UCF’s Title IX Coordinator is Matt Ricke.
- (y) The term “University” means the University of Central Florida.
- (z) The term “University Community” refers, collectively and individually, to students, University officials, Trustees, and all visitors, contractors, and guests to the University or any of its campuses, facilities or events.
- (aa) The term “University Official” includes any person employed by the University (i.e. faculty, staff, administration, and residence hall staff) acting within the scope of their job duties.
- (bb) The term “University Premises” includes all land, buildings, facilities, and other properties in the possession of or owned, used, controlled by the University, or its direct support organizations.
- (cc) The term “VAWA” refers to the Violence Against Women Reauthorization Act of 2013, which amended the Violence Against Women Act and the Clery Act to provide new requirements for schools to prevent and respond to sexual violence, relationship violence and stalking. Some of these requirements include providing primary prevention education and awareness programs for all incoming students and employees; collecting statistics on relationship violence and stalking, in addition to current requirements to collect sexual assault statistics; issuing Complainants a written notice of their rights; and adopting grievance policies that are prompt, fair, and impartial as well as administered by trained officials.
- (dd) The term “VP of SDES” refers to the Vice President of Student Development and Enrollment Services.
- (ee) The term “Witness” refers to any person who directly observed an incident or has direct or indirect knowledge related to an incident

(4) Smoking. While on UCF property, students will uphold the smoke-free campus policy (<http://smokefree.sdes.ucf.edu/>) to ensure a healthy and clean environment for everyone.

Smoking of any kind is prohibited in all facilities and areas of the UCF campus.

(5) Medical Emergencies. The University of Central Florida highly encourages students and registered student organizations to call for medical assistance whenever an individual experiences severe intoxication/impairment or serious injury after consuming alcohol and/or drugs. Students and registered student organizations may be reluctant to call for help for themselves or others due to potential involvement from ~~the UCF Police Department~~law enforcement officials or ~~the Office of Student Conduct~~SCAI. Due to the serious or life-threatening nature of these medical emergencies, the University of Central Florida urges students to contact emergency medical services or the ~~UCF Police Department~~law enforcement officials if alcohol-related and/or drug-related medical emergencies arise. The university's primary goal is to create a safe environment for its students. Procedures and expectations regarding these incidents have been outlined in the ~~Office of Student Conduct~~SCAI Rules of Conduct Controlled Substance and Drug Violations and Alcoholic Beverages section and the Organizational Rules of Conduct section.

(6) Student Care Services. To provide comprehensive and consistent care for students experiencing academic, financial or personal challenges, Student Care Services (SCS), under Student Rights and Responsibilities provides support to students identified as needing additional on-campus or off-campus resources. Student Care Services staff review referrals from students, faculty, staff and/or other parties who are concerned about behavior exhibited by a student. The goal of Student Care Services is to intervene and support the student before a situation reaches crisis level. Student Care Services staff will reach out to the student to assess what resources would be beneficial and collaboratively develop an action plan to reduce obstacles affecting success at UCF. Student Care Services staff will assist the student in coordinating with campus resources currently being utilized and will work with the student to monitor progress. Depending upon the circumstances, the referring person may receive feedback about the student's action plan. Students have the right to inspect and review all information submitted to Student Care Services.

(7) Student of Concern Team. In order to support student success, the University may utilize additional campus resources to assist the student. This may include collaboration with the Student of Concern Team (SOCT), a multidisciplinary group that reviews potential concerns

presented by the UCF community regarding student behavior. The SOCT offers additional knowledge of university resources and procedures and may make further recommendations regarding action plan items for student success. Students of concern are presented to the team at the discretion of the Office of Student Rights and Responsibilities and/or Student Care Services.

- (a) The team may enlist the services of various campus units on an as needed basis, including but not limited to Counseling and Psychological Services, Student Health Services, Academic Services, Housing and Residence Life, First Year Advising and Exploration, Student Conduct, and the University of Central Florida Police Department.
- (b) The role of Student Health Services and Counseling and Psychological Services on the Student of Concern Team will be consultative in nature. When the involved student has been a patient or client of either agency, the staff representative will maintain the confidentiality of the student's clinical information and will make recommendations for action based solely upon the information provided in the meeting or as guided by clinical and licensure best practices.
- (c) Student Care Services staff has additional campus support systems in place to assess students engaging in behavior that may pose a risk to themselves or others. This includes but is not limited to the University Crisis Team, Mandated Assessment Procedure, and Involuntary Withdrawal Procedure.

(8) University Crisis Team. The University may refer students who are viewed to be engaging in behavior(s) that pose risks to themselves or others to the University Crisis Team for possible action. Such behaviors include, but are not limited to: suicidal behavior, self-injury, threats to harm others, disruptive behavior, disordered eating, and endangerment to the community.

- (a) The Assistant Dean of Students or designee will convene the team members in order to review each case and decide on the best course of action. The team is comprised of the following persons and/or their designee(s): Student Health Services Executive Director, Counseling and Psychological Services Director, UCF Police Department Chief, Student Care Services Associate Director, ~~Office of~~ Student Conduct and Academic Integrity Director, Associate Dean for Academic Services, Housing and Residence Life Director, Deputy General Counsel, Assistant Dean of Students and Student Development and Enrollment Services Associate VP and Dean of Students.

- (b) Various campus units may enlist the services of the team. These include but are not limited to Student Accessibility Services, Recreation and Wellness Center, Wellness and Health Promotion Services, Office of Fraternity and Sorority Life, Athletics, Alcohol and Other Drug Intervention Services, Undergraduate Studies, and Graduate Studies.
- (c) The role of the Student Health Services Executive Director and the Counseling and Psychological Services Director on the Crisis Team will be consultative in nature. When possible, the Student Health Services Executive Director and the Counseling and Psychological Services Director will not confer on a case for which they are (or have been) serving in a direct provider relationship with the involved student. When the involved student has been a client at UCF Counseling and Psychological Services, the Counseling and Psychological Services Director or designee will maintain the confidentiality of the student's clinical information and will make recommendations for action based solely upon the information provided in the meeting or as guided by clinical and licensure best practices.

(9) Mandated Assessment Procedure. This University procedure is established for behaviors or actions that result in hospitalization from imminent danger to self or others via the Baker Act (F.S. 394.463) or Marchman Act (Chapter 397, Florida Statutes), significant acts or threats of violence to others, chronic eating disorders, dramatic and/or expansive displays of self-mutilation, behaviors that are significantly disruptive to the UCF community and /or diminish the ability of a student to care for oneself. Whenever the UCF Police provide transportation of a UCF student to the hospital for involuntary examination, the police will file a report with the OSRR. In addition, anyone may also file reports about students of concern with Student Care Services.

- (a) Once a report is received regarding a UCF student hospitalization via the Baker Act or the Marchman Act, Student Care Services may utilize the mandated assessment session(s) to evaluate a student's risk of harm to self or others, and to take appropriate actions to ensure the safety of the student or others if risk is present. In addition, the mandated assessment session(s) are designed to assist students in developing a safety and/or well-being plan and provide students with educational resources. A member of Student Care Services will contact the student in a timely manner and require an initial meeting between a Student Care

Services staff member and the student to inform the student of their rights and responsibilities regarding the incident.

- (b) All students identified as threatening self-harm or having attempted suicide must complete a mandated assessment with a licensed mental health professional and/or a physical assessment with a licensed medical provider. Examples of a licensed mental health professional include a Student Health Services psychiatrist, a Counseling and Psychological Services clinician, or a community based licensed mental health professional or licensed psychiatrist of the student's choice. Student Care Services will require proof of participation for the mandated assessment with a licensed mental health professional and/or proof of a physical assessment with an appropriate medical provider. The student must meet with Student Care Services within ten (10) business days following release to complete a follow up appointment. Student must provide proof of assessment within twenty (20) business days following release or prior to return to the university (in the event a student withdraws for the remainder of the semester or is placed on Medical Withdrawal). Failure to comply may result in disciplinary action or the convening of the University Crisis Team.
- (c) In cases where more protective action is needed based on more severe behavior/conduct (e.g., behavior endangering others, threats to harm others, behavior significantly disruptive to the UCF community), the Assistant Dean of Students or designee may initiate one or both of the following:
 - 1. Interim Suspension followed by initiating the Student Conduct Review Process;
 - 2. Convening of the University Crisis Team to consider the initiation of the Involuntary Withdrawal Procedure.

(10) Involuntary Withdrawal Procedure.

- (a) Introduction.
 - 1. The University of Central Florida is committed to ensuring equality of educational opportunity while cultivating an environment that is safe for the campus community and supportive of student learning. The University will seek to intervene where a student's behavior interferes with the rights of others within the University community or where the student presents a

significant risk of harm to the health, safety, well-being and/or property rights of others. In such situations, safety and security concerns are paramount, and the University must react as promptly as feasible under the circumstances. University officials may consider a number of reasonable security and health and safety measures, including, but not limited to, requesting emergency assistance and seeking psychiatric evaluation, hospitalization, and treatment for mental illness as appropriate under the law. Additionally, the University may determine that it is necessary for the student to be involuntarily withdrawn from the University for the protection of others. This section outlines the procedures to be used by the University in making an involuntary withdrawal decision.

2. This involuntary Withdrawal Procedure will be applied in a nondiscriminatory manner, and decisions will be based on consideration of the student's conduct, actions, and statements and not on knowledge or belief that the student has a disability.
 3. The purpose of the Involuntary Withdrawal Procedure is for the University to be able to take urgent action when circumstances present a Significant Risk based on reasonably available information at the time. It will be necessary for the University to act promptly and for the benefit of the community as a whole, even if that means that, in consideration of later-presented information, the procedure ultimately concludes in favor of the student's continued enrollment (with or without conditions). Where the involuntary withdrawal procedure is invoked but the student is permitted to continue enrollment with no conditions, the University will take reasonable steps to assist the student in resuming their academic endeavors with as little disruption as feasible under the circumstances.
- (b) Direct Threat. When a student's behavior is deemed to pose a direct threat risk to the health and safety of the community, the Associate Vice President and Dean of Students ("Dean of Students") or their designee may initiate an involuntary withdrawal of the student on behalf of the university. The Dean of Students or designee will consult with the University Crisis Team before a final decision is made on the involuntary withdrawal of the student. A student poses a Direct Threat

when the student's behavior poses a "Significant Risk" to the health or safety of the student or others, or of significant property damage, or of substantial disruption to the lawful activities of others or the educational process or orderly operation of the University, and reasonable modifications of policies, practices, or procedures will not sufficiently mitigate the risk. Significant Risk is defined as the high probability of harm, threats of harm, or disruption and not just a slightly increased, speculative, or remote risk of such. Significant Risk is identified based on information that is reasonably available at the time of consideration. Information may be provided to the University through different means, including an incident report to Office of Student Rights and Responsibilities (OSRR), a police report, information provided following a hospitalization, or any other reliable source.

(c) Interim Involuntary Withdrawal.

1. A student may be involuntarily withdrawn from the University on an interim basis ("Interim Involuntary Withdrawal") if the Assistant Dean of Students or designee determines, based upon information reasonably available at the time, that the student poses a Direct Threat as defined above. A student will remain on Interim Involuntary Withdrawal pending the outcome of the Interim Involuntary Withdrawal Review. An Interim Involuntary Withdrawal may be imposed prior to a meeting of the University Crisis Team.
2. A student will be notified of Interim Involuntary Withdrawal through a written notice outlining the Interim Involuntary Withdrawal procedure, including the time, date, and location of the Interim Involuntary Withdrawal Review.
3. A student under Interim Involuntary Withdrawal shall be given an opportunity to present information to the University Crisis Team within three (3) business days from the effective date of the Interim Involuntary Withdrawal, to review the following issues only:
 - a. The reliability of the information concerning the student's behavior and,
 - b. Whether or not the student's behavior poses a Direct Threat, as defined above.

4. If upon conclusion of the Interim Involuntary Withdrawal review, the University Crisis Team determines the student will remain on Interim Involuntary Withdrawal based on the above defined issues, the University Crisis Team will proceed with the Involuntary Withdrawal procedures as outlined below.
- (d) Involuntary Withdrawal – Notice to Student. A student subject to Involuntary Withdrawal is entitled to the following:
1. Notice of intent to remove the student pursuant to this policy stating the reasons for the proposed action.
 2. The opportunity to examine the psychiatric or other evaluations provided to the University Crisis Team and to discuss them.
 3. The opportunity to present relevant information for consideration of his/her case personally, or by a licensed mental health professional working with that student, if the student is not capable of self-representation.
 4. The opportunity to have an advisor of the student's own choice accompany the student to any meetings or proceedings described in this procedure. The advisor may not present on behalf of the student or otherwise participate in the meeting or proceeding.
 5. The right to appeal.
- (e) Involuntary Withdrawal – Meeting of the University Crisis Team. The Assistant Dean of Students or designee will call a meeting of the University Crisis Team no earlier than five (5) business days after notifying the student of the proposed Involuntary Withdrawal. The student will be notified of the time, date, and location of the University Crisis Team meeting. The student may be present at this meeting and may present information in support of him/herself. Following the student's presentation, the team shall meet in a confidential deliberation. At the conclusion of this confidential deliberation, the team shall make a recommendation to the Dean of Students or designee, based upon the Team's review of all available information at the time of the meeting, as to whether the University should:
1. involuntary withdraw the student due to Direct Threat;
 2. make no changes to the student's status;

3. allow continued enrollment with conditions; or
 4. if the student is on Interim Involuntary Withdrawal at the time, reinstate the student with or without conditions.
- (f) Involuntary Withdrawal – Notifying Student of Recommendation and Decision. The Dean of Students or designee will make a final decision regarding the student's enrollment status based on the totality of information available to the University and considering both the University Crisis Team's recommendation and any information presented by the student. The Dean of Students or designee will notify the student in writing within two business days of the final decision regarding the student's enrollment status.
- (g) Involuntary Withdrawal – Appeal. In the event a student disagrees with the decision of the Dean of Students or designee, the student may appeal the decision. The appeal must be made in writing to the Vice President for SDES, or designee, within three (3) business days after the date of the notification to the student of the decision. A student may appeal the decision based on one or more of the following criteria:
1. Irregularities in fairness and stated procedures that could have affected the outcome of the decision.
 2. Discovery of new and significant information that could have affected the outcome and that was not known or could not reasonably have been discovered and/or presented at the time of the meeting.
 3. The outcome is extraordinarily disproportionate to the reported behavior.
- The Vice President of SDES or designee, shall, within three (3) business days, sustain the initial decision or return the case to the University Crisis Team for re-consideration. The Vice President's decision to sustain the initial decision is final action. If the matter is returned for re-consideration, the process will resume at the step outlined in subsection (e), above.
- (h) Upon being involuntarily withdrawn, the student may no longer enroll in classes, may not be an active member of a registered student organization, may no longer use University facilities, must vacate University owned housing, may no longer be permitted on University property, and may not be employed by UCF. Additionally, an involuntarily withdrawn student may be entitled to whatever refunds of tuition,

fees, and room and board charges as would be appropriate given the timing of the withdrawal.

- (i) Students who are involuntarily withdrawn from the University shall have a hold placed on their records, which will prevent them from being readmitted or reenrolled at the institution except as stated in this paragraph. A student may request readmission or reenrollment at the University and provide the Dean or Students or designee with documentation from an appropriate healthcare provider of their choice who has conducted a proper assessment of the student and concluded that the student is ready and able to safely return to the University and does not pose a Direct Threat as defined above. . In cases where the Dean of Students or designee has imposed other conditions for readmission, it is the responsibility of the student to provide documentation of compliance with such conditions.
 - (j) A student who is considered for but ultimately not subject to Involuntary Withdrawal may be subject to conditions on continued enrollment at the University. In such cases, the student will be provided with a written summary of any such conditions and must meet all conditions in order to maintain student status. A student who fails to meet such conditions may be later subject to involuntary withdrawal by the Dean of Students or designee, or may be subject to charges through the University's Student Conduct Review Process for failure to comply.
 - (k) The current voluntary medical withdrawal process should not be used to handle withdrawals where a Direct Threat is evident or where a violation of the Rules of Conduct has allegedly occurred. Information for students seeking a medical withdrawal is available in the Catalog.
 - (l) As a general principle, the University prefers to use the Student Conduct Review Process in instances of misconduct, without regard to whether the student has a physical or mental condition that might be contributing to the misconduct. The Involuntary Withdrawal Procedure is to be employed in those situations in which the regular Student Conduct Review Process is not applicable or, due to safety concerns, cannot be applied in a sufficiently timely fashion.
- (11) Title IX Policy and Procedure.
- (a) Federal law, specifically Title IX of the Education Amendments of 1972 (Title IX), prohibits discrimination on the basis of sex in education programs or

activities. Title IX prohibits sex discrimination against students, staff and faculty—which includes acts of sexual misconduct, stalking and relationship violence. Title IX also prohibits retaliation for making a good faith report of sex discrimination or participating in or being a party to any proceeding involving sexual misconduct and/or interpersonal violence. A closely related federal law, Section 304 of the Violence Against Women Act (“Campus SaVE Act”), requires universities to increase transparency about the scope of sex-related violence on campus, guarantee victims enhanced rights, provide for standards in institutional conduct proceedings, and provide campus wide prevention education and awareness programming.

- (b) The University of Central Florida is committed to fostering an environment in which all members of our campus community are safe, secure, and free from sex discrimination, including sexual misconduct, stalking, and relationship violence, listed and defined in the Rules of Conduct (UCF-5.008) and Organizational Rules of Conduct (UCF-5.012). Our community expects that all interpersonal relationships and interactions – especially those of an intimate nature – be grounded upon mutual respect and open communication. When learning of conduct or behavior that may not meet these standards, community members are expected take an active role in promoting the inherent dignity of all individuals.
[For a more exhaustive list of the community’s rights and expectations as it relates to Title IX Policy and Procedures, please reference University Policy 2-004.1 Prohibition of Discrimination, Harassment and Related Interpersonal Violence.](#)
- (c) The university encourages any faculty, staff, student or non-student who thinks that he or she has been subjected to sex discrimination or retaliation by another student, member of the faculty or staff, or third party affiliated with the University to immediately report the incident to the Office of Institutional Equity.
- (d) The University strives to promote the safety and well-being of all students and employees. This information is applicable to students and employees regardless of their sexual orientation, gender identity, or gender expression.
- (e) Rights of the Complainant and the Respondent. Any individual (“Complainant”) who discloses having been subjected to sex discrimination, including sexual

assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, retaliation, or complicity, and any individual or registered student organization (“Respondent”) who has been accused of sex discrimination, including sexual assault/misconduct, sexual exploitation, relationship violence, stalking, sexual or gender-based harassment, retaliation, or complicity, are afforded the following rights throughout the university’s investigative process and the student conduct review process. These rights provide a fair process for both parties while also ensuring Complainant’s protections under Title IX and the Campus SaVE Act. These rights are in addition to the rights afforded in the student conduct review procedures outlined in [University Policy 2-004.1 Prohibition of Discrimination, Harassment and Related Interpersonal Violence, and referenced in](#) UCF-5.009 (students) and UCF-5.013 (student organizations) [of the University Regulations.](#) Complainant and Respondent rights include the following.

1. Both the Complainant and Respondent are permitted to have an advisor or support person accompany them throughout the university’s investigative process and student conduct review process. This person will not represent the Complainant or Respondent, address witnesses, investigator(s), the hearing body, any other party, or otherwise directly participate throughout the university’s investigative process and/or student conduct review process. In addition, if the selected person is a witness, the person cannot be an advisor or support person.
2. Both the Complainant and the Respondent have the right to remedial and protective measures and shall be notified of available assistance at the University.
3. Both the Complainant and Respondent will have equal opportunity to present relevant witnesses and other information during the investigative process and during a formal hearing. Prior to the initiation of the student conduct review process, the investigator has the discretion to determine the relevance of any proffered evidence and to include or exclude certain types of evidence. In general, the investigator will not consider statements of personal opinion, rather than direct observations or reasonable inference

from the facts, or statements as to any party's general reputation for any character trait.

4. If the investigative process results in a recommendation to initiate the student conduct review process, both the Complainant and Respondent will receive notice to attend a preliminary conference meeting with ~~the Office of Student Conduct~~ SCAI and be informed of the available resolution options in the student conduct review process.
5. During the Student Conduct Review Process, both the Complainant and Respondent shall be informed of the Administrative Hearing Officer assigned to the case and shall have the opportunity to challenge the impartiality of the individual within three (3) business days of notification.
6. Both the Complainant and Respondent will be afforded similar and timely access to any information made available through the investigative process and/or that will be used during the student conduct review process.
7. If the matter proceeds to a formal hearing, both the Complainant and Respondent may submit a list of proposed questions related to the alleged incident to be asked during the formal hearing. The relevancy of proposed questions will be determined by the hearing body. During a formal hearing, all questions shall be asked through the hearing body. Both Complainant and Respondent should not be questioned directly by one another.
8. Both the Complainant and Respondent will have equal opportunity to present relevant witnesses and other information during the investigative process, ~~and a formal hearing. Such evidence, as deemed relevant to the investigation and used in authoring the investigative findings report, shall be presented during the student conduct review process.~~ Relevancy and timeliness will be determined by the investigator(s) ~~and/or hearing body.~~ All evidence and witnesses must be submitted by the Complainant and Respondent no later than the conclusion of the investigative findings report review period prior to the report being sent to the Deputy Title IX Coordinator for Students for review.

9. Both the Complainant and Respondent will have equal opportunity to present relevant witnesses and other information during a formal hearing review process. Neither the Complainant ~~and nor~~ Respondent ~~may will not~~ have irrelevant past conduct, including sexual history, discussed during the formal hearing. The issue of relevancy shall be determined by the hearing body.
10. Both the Complainant and the Respondent will be provided access to participate, during the entire formal hearing in person, via videoconference, by telephone, or by other means available.
11. At least five (5) business days before the formal hearing, the Complainant may submit a written statement describing the impact of the Prohibited Conduct on the Complainant and expressing a preference about the sanction(s) to be imposed. At least five (5) business days before the formal hearing, the Respondent may submit a written statement explaining any factors that the Respondent believes should mitigate or otherwise be considered in determining the sanction(s) imposed. ~~The Office of Student Conduct~~ SCAI will ensure that the Complainant and the Respondent each have an opportunity to review any statement submitted by the other party before the formal hearing. The purpose of the statement(s) is to assist the hearing body in proposing a sanction. Therefore, the statement(s) will be given to the hearing body for consideration only if the hearing body makes a proposed finding of in violation on one or more allegations of sexual misconduct and/or interpersonal violence addressed in the formal hearing.
12. Both the Complainant and Respondent will be informed, concurrently and in writing, of the outcome of the investigative process, the Student Conduct Review Process, and the outcome of the appeal process, in accordance with federal guidelines.
13. Both the Complainant and the Respondent have the right to appeal the outcome of the Student Conduct Review Process on the basis outlined in the applicable Student Conduct Appeals section UCF-5.010 (individual student UCF-5.013 (registered student organizations).

14. Both the Complainant and Respondent will be given periodic status updates throughout the investigative process and the Student Conduct Review Process.
- (g) Administrative hearing officers and panel members who hear cases of sex discrimination (including sexual harassment, sexual misconduct, stalking, and/or relationship violence) receive annual training on how to conduct fair and impartial hearings for these types of cases.

Authority: BOG Regulations 1.001 and 6.0105. History - Formerly 6C7-5.003, New 6-18-09, Amended 7-19-12, 9-5-13, 11-24-14, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, _____-20.

Attachment B

UCF-5.007 ~~Office of Student Conduct and Academic Integrity~~; Scope; Student Conduct Records; Medical Emergencies (Alcohol & Drug)

(1) Scope

- (a) The Rules of Conduct shall apply to all undergraduate students, graduate students and students pursuing professional studies, including those attending its regional campuses and/or off campus instructional sites. The Rules of Conduct shall be deemed a part of the terms and conditions of admission and enrollment of all students. The right of all students to seek knowledge, debate ideas, form opinions, and freely express their ideas is fully recognized by the University of Central Florida. The Rules of Conduct apply to student conduct and will not be used to impose discipline for the lawful expression of ideas. Specific restrictions on time and place of meetings and assemblies are found in other University regulations or policies.
- (b) These Rules of Conduct apply to all student conduct that occurs on University premises or online, or at activities officially approved by the University of Central Florida or which are sponsored or conducted by University groups and organizations, regardless of location.
- (c) Off-Campus Conduct. The University may take action against a student for off-campus conduct if the conduct is specifically prohibited by law or the Rules of Conduct; or if the conduct poses (or demonstrates that the student's continued presence on University premises poses) a danger to the health, safety or welfare of the University community; or if the conduct is disruptive to the orderly processes and functions of the University.
- (d) Failure to comply with duly established laws or University regulations may subject violator(s) to appropriate civil authorities.

(2) Authority

- (a) The Florida Board of Governors Regulation 6.0105 requires each university to establish a Student Disciplinary System, including a code of conduct, to apply to student disciplinary proceedings.
- (b) These regulations are designed to ensure fairness and due process in student disciplinary proceedings.

- (c) Generally, authority necessary to enforce the student conduct regulations is vested in the Vice President for Student Development and Enrollment Services or designee. Selected functions of this authority are shared with faculty, staff and students. Some functions of student conduct administration are assisted through review boards or committees.

(3) Violations of Law and Rule of Conduct Violations. A student who commits offenses against the laws of municipalities, states, or the United States, is subject to prosecution by those authorities and may be subject to disciplinary action under University rules when the conduct violates institutional standards. Student shall not be forced to present self-incriminating evidence; however, the University is not required to postpone disciplinary proceedings pending the outcome of any civil or criminal case. The student conduct review process is not a criminal or judicial proceeding and is designed to address student behavior; therefore, alleged violations of the Rules of Conduct will be addressed independently of any penalty imposed by the courts for the criminal offense.

(4) Student Conduct Records

- (a) Maintenance of Records. A student's conduct case record will be maintained in ~~the Office of~~ Student Conduct and Academic Integrity (SCAI) and if applicable, the Office of Institutional Equity. The case record of a student found responsible for charge(s) against them, with sanctions less than disciplinary suspension, dismissal and/or expulsion, will generally be maintained in ~~the Office of Student Conduct~~ SCAI (and, if applicable, the Office of Institutional Equity) for seven years from the calendar year of record, after which they are destroyed. The case record of a student who has been placed on disciplinary suspension, dismissal and/or expulsion will be permanently maintained as official records by ~~the Office of Student Conduct~~ SCAI.
- (b) Release of Records. The release of student disciplinary records will be governed by applicable federal and state laws regarding the privacy of educational records.
- (c) Sealing of Records: For information regarding sealing of records, please see UCF-5.010(4).

(5) Evaluation of Student Conduct Review Process. The Student Conduct Review Process will be evaluated periodically by the Golden Rule Review Committee. All proposed changes shall be evaluated for approval by the appropriate administrative body.

(6) Medical Emergencies. The University of Central Florida highly encourages students to call for medical assistance whenever an individual experiences severe intoxication or serious injury after consuming alcohol and/or other drugs. Students may be reluctant to call for help for themselves or others due to potential involvement from ~~the UCF Police Department~~law enforcement officials or ~~the Office of Student Conduct~~SCAI. Due to the serious or life-threatening nature of these medical emergencies, the University of Central Florida urges students to contact emergency medical services or ~~the UCF police department~~ law enforcement officials if alcohol-related and/or drug-related medical emergencies arise. The university's primary goal is to create a safe environment for its students. ~~Procedures and expectations regarding these incidents have been outlined in the Office of Student Conduct Rules of Conduct Controlled Substance and Drug Violations and Alcoholic Beverages section.~~

- (a) University of Central Florida students who receive medical attention due to drug and/or alcohol related emergencies may be exempted from disciplinary action by the Director of SCAI following the Director's review of the circumstances. Students exempted by the Director from disciplinary action in this manner will be referred for assessment and follow-up services in lieu of the student conduct review process.
- (b) Students who receive medical assistance for drugs and/or alcohol emergencies may receive exemption for violations of the Rules of Conduct Section 10(a)-10(d) and/or 11(a)-11(c); however, exemption for other Rules of Conduct violations may not be granted. The Director of SCAI or designee reserves the right to review each incident individually to determine whether the student will be exempt from disciplinary action. The Director of SCAI or designee maintains the right to recommend additional requirements for students who are referred for assessment and fail to meet the requirements of their assessment. For subsequent incidents, appropriate interventions will be handled on a case by case basis.
- (c) Students who seek medical assistance on behalf of another student impaired by drugs and/or alcohol may be exempted by the Director of SCAI from disciplinary action for violations of the Rules of Conduct Section 10(a)-10(d) and/or 11(a)-11(c). However, exemption for other violations of the Rules of Conduct will not be granted.

- (d) For parental notification regarding alcohol and/or other drug-related incidents, refer to the Parental Notification Policy on SCAI website: <http://osc.sdes.ucf.edu/notification>.
- (e) Additional information regarding alcohol and/or other drug-related emergencies can be found on the SCAI website at <https://osc.sdes.ucf.edu/medicalemergencies/>.

Authority: BOG Regulations 1.001 and 6.0105. History - Formerly 6C7-5.0041, New 6-18-09. Amended 9-5-13, 11-20-14, 10-29-15, 7-28-16, 7-20-17, 7-19-18, ____-20.

Attachment C

UCF-5.008 Rules of Conduct

The following defined and described actions include, but are not limited to, conduct for which disciplinary action may be taken at the University of Central Florida. Students are responsible for the observation of all University policies and regulations. Each student is expected to abide by these rules of conduct, and administrators are expected to enforce them. These Rules of Conduct should be read broadly and are not designed to define prohibited conduct in exhaustive terms. Additional rules and regulations may be revised during the year; announcements will be made on adoption of the changes or additions. The right of all students to seek knowledge, debate ideas, form opinions, and freely express their ideas is fully recognized by the University of Central Florida. The Rules of Conduct apply to student conduct and will not be used to impose discipline for the lawful expression of ideas. Students are prohibited from engaging in:

(1) Academic Misconduct

- (a) Unauthorized assistance: Using or attempting to use unauthorized materials, information or study aids in any academic exercise unless specifically authorized by the instructor of record. The unauthorized possession of examination or course related material also constitutes cheating.
- (b) Communication to another through written, visual, electronic, or oral means. The presentation of material which has not been studied or learned, but rather was obtained through someone else's efforts and used as part of an examination, course assignment or project.
- (c) Commercial Use of Academic Material: Selling of course material to another person, student, and/or uploading course material to a third party vendor without authorization or without the express written permission of the University and the Instructor. Course materials include but not limited to class notes, Instructor's power points, tests, quizzes, labs, instruction sheets, homework, study guides, and handouts.
- (d) Falsifying or misrepresenting the student's own academic work.
- (e) Plagiarism: Whereby another's work is used or appropriated without any indication of the source, thereby attempting to convey the impression that such work is the student's own.
- (f) Multiple Submissions: Submitting the same academic work for credit more than once without the express written permission of the instructor.

- (g) Any student who knowingly helps another violate academic behavior standards is also in violation of the standards.
- (h) Soliciting assistance with academic coursework and/or degree requirements. The solicitation of assistance with an assignment, lab, quiz, test, paper, etc., without authorization of the instructor of record or designee is prohibited. This includes but is not limited to asking for answers to a quiz, trading answers, or offering to pay another to complete an assignment. It is considered Academic Misconduct to solicit assistance with academic coursework and/or degree requirements, even if the solicitation did not yield actual assistance (for example, if there was no response to the solicitation).

(2) Possessing and/or Providing False and Misleading Information and/or Falsification of University Records

- (a) Withholding related information, or furnishing false or misleading information (oral or written) to University officials, university and non-university law enforcement officers, faculty or staff.
- (b) Possession, use or attempted use of any form of fraudulent identification.
- (c) Forgery, alteration or misuse of any University document, material, file, record or instrument of identification.
- (d) Deliberately and purposefully providing false or misleading verbal or written information about another person.
- (e) Falsification, distortion, or misrepresentation of information during an investigation, the Student Conduct Review Process, including knowingly initiating a false complaint.

(3) Disruptive Conduct

- (a) Any act that impairs, interferes with, or obstructs the orderly conduct, processes, and functions of the University or any part thereof or the rights of one or more individuals.
- (b) Any act which deliberately impedes or interferes with the normal flow of pedestrian and vehicular traffic.
- (c) Any act which intentionally interferes with the election processes of any University registered student organization or sponsored student group.
- (d) Misuse of any University safety equipment, firefighting equipment, or fire alarms.
- (e) A false report of an explosive or incendiary device, which constitutes a threat or bomb scare.

- (f) Breach of peace: an act, which aids, abets, or procures another person to breach the peace on the University premises or at University sponsored/related functions.
- (g) Failure to comply with oral or written instruction from duly authorized University officials (i.e. faculty, staff, administration, residence hall staff) acting within the scope of their job duties or law enforcement officers acting in the performance of their duties, including failure to identify oneself to these persons when requested to do so.
- (h) Failure to produce identification upon request by a University official (i.e. faculty, staff, administration, residence hall staff), acting within the scope of their job duties or law enforcement officers acting in the performance of their duties.
- (i) Hindering or interfering with the student conduct review process by failing to obey the notice from a university official to appear for a student conduct meeting or hearing; and/or attempting to discourage an individual's proper participating in, or use of, the student conduct review process.
- (j) Violation of any other University regulation or policy as described in the UCF Regulations, UCF Policies and Procedures, or University department publicized policy.
- (k) Failure to comply with applicable law and University regulations and procedures for solicitation and fundraising activities on campus.

(4) Harmful Behavior

- (a) Physical harm or threat of physical harm to any person. This harmful behavior policy may not apply in those instances where it is found that a student is acting in self-defense.
- (b) Verbal, digital, or written abuse, threats, intimidation, coercion and/or other conduct that endangers the health, safety, or wellbeing of others, or which would place a reasonable person in fear of bodily injury or death. This definition, however, shall not be interpreted to abridge the rights of the University community to freedom of expression protected by the First Amendment of the United States Constitution and any other applicable law.
- (c) Discriminatory Harassment: defined as verbal, physical, electronic, or other conduct based on a protected category (such as race, color, religion, national origin, gender equity, et al), which, due to the severity and pervasiveness of the conduct and its targeted nature on the basis of a protected category, (i) has the purpose or effect of creating an objectively intimidating, hostile or offensive educational or work environment; and (ii)

has the purpose or effect of unreasonably interfering with an individual's employment, schooling, or business with the University. Harassment under this provision is conduct that would constitute harassment under federal or state civil rights laws or under University ~~Regulation-Policy 2-004.1UCF-3.001 and~~ Prohibition of Discrimination, Harassment, and Related Interpersonal Violence Policy.

- (d) Bullying: Defined as behavior of any sort (including communicative behavior) directed at another, that is severe, pervasive, or persistent, and is of a nature that would cause a reasonable person or group in the target's position substantial emotional distress and undermine his or her ability to work, study, or participate in University life or regular activities, or which would place a reasonable person in fear of injury or death.
- (e) Stalking: defined as conduct not of a sexual nature that is repeated, unwanted conduct toward or contact with another person that would cause a reasonable person to fear for the person's safety or the safety of others, or to experience substantial emotional distress. Such conduct is direct, indirect, or through a third party using any type of action, method, or means. Cyber stalking is also included in this definition.
- (f) Invasion of Privacy and Unauthorized Recording.
 1. Making, using, disclosing or distributing a recording of a person in a location or situation in which that person has a reasonable expectation of privacy and is unaware of the recording or does not consent to it; and any other conduct that constitutes an invasion of the privacy of another person under applicable laws and regulations. Such conduct includes, without limitation, unauthorized recording of personal conversations, images, meetings or activities.
 2. Unauthorized recording of a class or of organizational or University meetings, where there exists a legal expectation of privacy, and any use, disclosure, or distribution of any such recording.
 3. Engaging in acts of voyeurism, including but not limited to peeping or surreptitiously recording another in a bathroom.
 4. Any notice, consent or other requirement under applicable laws and regulations must be fulfilled in connection with authorizing, making, using, disclosing or distributing any recording, where there is a legal expectation of privacy.

- (g) Retaliation against or harassment of complainant(s), other person(s) alleging misconduct, or anyone who participates in an investigation.
- (h) Condoning or encouraging acts of harmful behavior as defined above or failing to intervene during an act of harmful behavior while it is occurring.

(5) Sexual Misconduct and/or Interpersonal Violence

- (a) Sexual Assault: Any nonconsensual sexual contact which occurs on or off the UCF campus.

1. Consent is an understandable exchange of affirmative words or actions, which indicate a willingness to participate in mutually agreed upon sexual activity. Consent cannot be obtained by force, threat, coercion, manipulation, reasonable fear of injury, intimidation, use of position of influence, or through the use of one's mental or physical helplessness or incapacity. The lack of a negative response, lack of protest or resistance, silence and passivity are not consent. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Past consent to sexual activity does not imply ongoing future consent.
 - a. Responsibilities - It is the responsibility of the initiator to obtain clear and affirmative responses at each stage of sexual involvement.
 - b. Standard - A determination of whether consent exists will be based on the information the initiator of the sexual act knew or should have known as a sober, reasonable person. Being impaired by alcohol or other drugs does not relieve an initiator of a sexual act from obtaining consent.
 - c. Incapacitation – Incapacitation is a state where an individual cannot make rational, reasonable decisions because of age, mental or physical helplessness, sleep, unconsciousness, or lack of awareness that sexual activity is taking place. A person may be incapacitated due to the consumption of alcohol or other drugs, or due to a temporary or permanent physical or mental health condition. A person who is incapacitated lacks the capacity to give consent because they cannot understand the facts, nature, or extent of the sexual interaction.

- d. Duration of Consent - Consent must be ongoing throughout sexual activity, for each sexual act, and can be withdrawn at any time.
 - i. Within each sexual encounter, there may be separate individual sexual acts involved. Consent to one act by itself does not constitute consent to another act. If verbal consent is not given, ongoing active participation is required for consent.
 - ii. The existence of a dating or sexual relationship between the persons involved, or the fact of past sexual relations have occurred between the parties, is not an indicator of consent for any current or future sexual encounter.
 - iii. An individual who seeks to withdraw consent must communicate, through clear words or actions, a decision to cease the sexual activity. Once consent is withdrawn, the sexual activity must cease immediately.
 - e. Scope of Consent - Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another.
2. Sexual Contact – includes but is not limited to the following behaviors:
- a. Touching, kissing, fondling (whether over or under clothing) of an individual for the purpose of sexual gratification; and/or
 - b. contact, however slight, between the mouth, anus or sex organ of one individual with either the anus or sex organ of another individual; and/or
 - c. contact, however slight, between the anus or sex organ of one individual and any other object.
- (b) Sex Harassment: Sexual harassment is any unwelcome sexual advance, request for sexual favors, or other unwanted conduct of a sexual nature, whether verbal, non-verbal, graphic, physical, or otherwise, when the conditions for Discriminatory Harassment as defined in 5.008(4)(c), are present. This is conduct that would constitute sexual harassment under federal or state civil rights laws or under University ~~Regulation UCF-3.004~~Policy 2-004.1 Prohibition of Discrimination, Harassment and Related Interpersonal Violence. Sexual Harassment may include inappropriate touching, acts of sexual violence, suggestive comments and public display of pornographic or suggestive

calendars, posters, or signs where such images are not connected to any academic purpose. A single incident of nonconsensual sexual contact (as defined above) may be sufficiently severe to constitute sexual harassment.

- (c) **Gender-Based Harassment:** Discriminatory harassment that is based on gender, sexual orientation, gender identity, or gender expression, which may include acts of aggression, intimidation, or hostility, whether verbal or non-verbal, graphic, physical, or otherwise, even if the acts do not involve conduct of a sexual nature, when the conditions for Discriminatory Harassment as defined in UCF-5.008(4)(c) are present.
- (d) **Obscene or Indecent Behavior:** Exposure of one's body in such a manner that another party reasonably could be offended or to display sexual behavior which another person reasonably finds offensive.
- (e) **Voyeurism:** Trespass, spying, or eavesdropping for the purpose of sexual gratification.
- (f) **Solicitation of a Minor:** soliciting sexual acts from a minor by oral, written, or electronic means.
- (g) **Child Pornography:** possessing, producing or the dissemination of child pornography
- (h) **Relationship Violence:** Relationship Violence includes any act of violence or threatened act of violence that occurs between individuals who are involved or have been involved in a sexual, dating, spousal, domestic, or other intimate relationship. Relationship Violence may include sexual assault, stalking, and physical assault. Relationship Violence may involve a pattern of behavior used to establish power and control over another person through fear and intimidation or may involve one-time conduct. A pattern of behavior is typically determined based on the repeated use of words and/or actions and inactions in order to demean, intimidate, and/or control another person. This behavior can be verbal, emotional, and/or physical and may be directed towards the former partner, their property, or other individuals. Examples of Relationship Violence may include, but are not limited to: slapping; pulling hair; punching; damaging another person's property; driving recklessly to scare someone; name calling; humiliating another person in public; harassment directed toward a current or former partner or spouse; and/or threats of abuse, such as threatening to hit, harm, or use a weapon on another (whether Complainant or acquaintance, friend, or family member of the Complainant), or other forms of verbal threats.

- (i) Stalking: Stalking under this provision occurs where a person engages in a course of conduct of a sexual nature that is directed at a specific person under circumstances that would cause a reasonable person to fear for the person's safety or the safety of others, or to experience substantial emotional distress. A "course of conduct" is two or more acts, including but not limited to acts in which a person directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about another person, or interferes with another person's property. Stalking includes "cyber-stalking," a particular form of stalking in which a person uses electronic media, such as the internet, social networks, blogs, phones, texts, or other similar devices or forms of contact. Stalking may include, but is not limited to: non-consensual communications (face to face, telephone, e-mail); threatening or obscene gestures; surveillance/following/pursuit; showing up outside the targeted individual's classroom or workplace; sending gifts and/or notes (romantic, bizarre, sinister, or perverted); and/or making threats.
- (j) Sexual Exploitation: Sexual Exploitation is purposely or knowingly doing or attempting to do any of the following:
 - 1. Recording or photographing private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 - 2. Disseminating or posting images of private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 - 3. Allowing third parties to observe private sexual activity from a hidden location (e.g., closet) or through electronic means (e.g., Skype or livestreaming of images);
 - 4. Subjecting another person to human trafficking; or
 - 5. Exposing another person to a sexually transmitted infection or virus without the other's knowledge.
- (k) Complicity: Complicity is any act taken with the purpose of aiding, facilitating, promoting or encouraging the commission of an act prohibited by the Rules of Conduct Section UCF-5.008(5).
- (l) Any attempted acts of sexual misconduct and/or interpersonal violence defined above are also violations of this policy.

(6) Larceny/Property Damage

- (a) Unauthorized use, possession, or theft of property or service. Such property may be personal or public.
- (b) Damaging or defacing of University property or the property of another person whether or not it is on University premises.
- (c) Tampering with or damaging fire safety equipment.

(7) Hazing

- (a) Hazing is any action or situation that recklessly or intentionally endangers the mental or physical health and/or safety of a student for purposes including but not limited to: initiation or admission into, association or affiliation with, any registered student organization or other group whether or not officially recognized by the University operating under registration with the University or any student group operating with official sanction of the University. Hazing in violation of Florida Statutes may result in felony charges. A student may commit an act of hazing whether the student is a prospective, current, or former member of the organization or group. The actions of active, associate, new and/or prospective members, former members, or alumni of a student organization or group may be considered hazing under this rule.
- (b) Hazing includes brutality of a physical nature such as whipping, beating, branding, forced calisthenics, exposure to the elements; forced consumption of any food, liquid, liquor, drug, or other substances; or other forced elements; or other forced activity which could adversely affect the mental or physical health or safety of the individual.
- (c) Hazing includes any activity which could subject the individual to extreme mental stress such as sleep deprivation, forced exclusion from social contact, forced conduct that could result in extreme embarrassment, or any other activity that could adversely affect the mental health or dignity of the individual.
- (d) Hazing includes forcing, pressuring, or coercing, the student into violation of University policies or federal, state, or local law.
- (e) Hazing includes soliciting a person to commit or being actively involved in the planning of any act of hazing as defined above where the act of hazing creates a substantial risk of physical injury or death to the person(s) hazed.
- (f) It is not defense to an allegation of hazing that:

1. the consent of the victim had been obtained;
2. the conduct or activity that resulted in the death or injury of a person was not part of any official organizational event or otherwise sanctioned or approved by the student organization; or
3. the conduct or activity that resulted in the death or injury of a person was not done as a condition of membership into a student organization.

(g) Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers a legal and legitimate objective.

(8) Misuse or Unauthorized Use of Facilities and Grounds

- (a) Misuse or unauthorized use of classroom or laboratory facilities, or University property (as defined by University Regulation UCF-4.036).
- (b) Abusing grounds or building structures including, but not limited to ramps, rails, stair sets and entryways by means of recreational cycling, skating, scootering, or other recreational activities or devices as outlined in University Regulation UCF-4.036.
- (c) Unauthorized entry or attempted entry to any University facility property (as defined by University Regulation UCF-4.036).
- (d) Unauthorized possession, duplication or use of keys to any University premises property (as defined by University Regulation UCF-4.036).

(9) Misconduct at University Sponsored/Related Activities

- (a) Violation of UCF rules of conduct at UCF sponsored related activities shall also be a violation of the golden rule.
- (b) Violations of a regulation(s) of a host institution sponsored/related activity shall be a violation of the golden rule.

(10) Controlled Substance and Drug Violations

- (a) Possessing, consuming, or attempting to possess cannabis in any amount.
- (b) Cultivating, manufacturing, or attempting to obtain cannabis in any amount.
- (c) Possessing, consuming, cultivating, manufacturing, or attempting to possess any controlled substances other than cannabis, except as expressly permitted by law.
- (d) Selling or distributing cannabis or any other controlled substances other than alcohol.
- (e) Possessing or attempting to possess any drug related paraphernalia.

- (f) Misconduct under the influence of controlled substance(s) and/or drugs other than alcohol.

NOTE: Students who receive medical attention due to drug related emergencies and/or students who call for help on behalf of another student who may be experiencing a drug related emergency may be exempt from disciplinary action. Information regarding exemptions under this rule for drug related emergencies can be found in University Regulation UCF-5.007 and the Student Conduct and Academic Integrity website: <http://osc.sdes.ucf.edu/medicalemergencies>.

~~(g)Drug Emergencies—University Expectations for Individuals~~

- ~~1.University of Central Florida students who receive medical attention due to drug-related emergencies may be exempt from disciplinary action as part of the conditions for drug emergencies after review by the Director of the Office of Student Conduct. Students eligible for exemption will be referred for assessment and follow-up services in lieu of the student conduct review process.~~
- ~~2.Students who receive medical assistance for drug-related emergencies may receive exemption for violations of the Rules of Conduct Section 10(a)-10(f) ; however, exemption for other Rules of Conduct violations may not be granted. The Director of the Office of Student Conduct reserves the right to review each incident individually to determine whether the student will be exempt from disciplinary action. The Director of the Office of Student Conduct maintains the right to recommend additional requirements for students who are referred for assessment and fail to meet the requirements of their assessment. For subsequent incidents, appropriate interventions will be handled on a case by case basis.~~
- ~~3.Students who seek medical assistance on behalf of another impaired student may be exempt from disciplinary action for violations of the Rules of Conduct Section 10(a)-10(f). However, exemption for other Rule of Conduct violations may not be granted.~~
- ~~4.For parental notification regarding medical transports for drug-related incidents, refer to the Parental Notification Policy on the Office of Student Conduct website <http://osc.sdes.ucf.edu/notification>.~~

~~5. Additional information regarding alcohol and/or drug related emergencies can be found on the Office of Student Conduct website: <http://osc.sdes.ucf.edu/medicalemergencies>.~~

(11) Alcoholic Beverages Violation

- (a) Possessing or consuming alcoholic beverages, or possessing or using alcohol-related paraphernalia, except as expressly permitted by the law and University Regulations and/or Policies.
- (b) Selling or distributing alcoholic beverages or alcohol-related paraphernalia, except as expressly permitted by law and University Regulations and/or Policies.
- (c) Misconduct under the influence of alcohol.

NOTE: Students who receive medical attention due to alcohol related emergencies and/or students who call for help on behalf of another student who may be experiencing a drug related emergency may be exempt from disciplinary action. Information regarding exemptions under this rule for drug related emergencies can be found in University Regulation UCF-5.007 and the Student Conduct and Academic Integrity website: <http://osc.sdes.ucf.edu/medicalemergencies>.

~~(d) Alcohol Emergencies – University Expectations for Individuals.~~

~~1. University of Central Florida students who receive medical attention due to alcohol-related emergencies may be exempt from disciplinary action as part of the conditions for alcohol emergencies after review by the Director of the Office of Student Conduct. Students eligible for exemption will be referred for assessment and follow-up services in lieu of the student conduct review process.~~

~~2. Students who receive medical assistance for alcohol emergencies may receive exemption for violations of the Rules of Conduct Section 11(a) 11(c); however, exemption for other Rules of Conduct violations may not be granted. The Director of the Office of Student Conduct reserves the right to review each incident individually to determine whether the student will be exempt from disciplinary action. The Director of the Office of Student Conduct maintains the right to recommend additional requirements for students who are referred for assessment and fail to meet the requirements of their assessment. For~~

~~subsequent incidents, appropriate interventions will be handled on a case by case basis.~~

~~3. Students who seek medical assistance on behalf of another intoxicated student may be exempt from disciplinary action for violations of the Rules of Conduct Section 11(a) 11(c). However, exemption for other Rule of Conduct violations may not be granted.~~

~~4. For parental notification regarding medical transports for alcohol related incidents, refer to the Parental Notification Policy in the on the Office of Student Conduct website: <http://osc.sdes.ucf.edu/notification>.~~

~~5. Additional information regarding alcohol and/or drug related emergencies can be found on the Office of Student Conduct website <http://osc.sdes.ucf.edu/medicalemergencies>.~~

(12) Possession of Weapons and/or Dangerous Material

- (a) The possession, use, or storage of weapons on property owned or controlled by the University or at events sponsored and/or supported by the University is prohibited, except as specifically outlined in University Policy 3-119.1 (Weapons on University Property and at University Events).
- (b) Possession or use of fireworks of any description, explosives, or chemicals which are disruptive, explosive, or corrosive are prohibited on University premises or at University sponsored/related activities.

(13) Instigation or Participation in Group Disturbances during Demonstrations, Parades, or Picketing

- (a) Participation in a demonstration(s), parade(s), or picketing which invades the rights of others, which interferes with the educational function of the University, or which jeopardizes public order and safety.
- (b) Leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area.

(14) Misuse of Computing and Telecommunications Resources

- (a) Theft or other abuse of computer facilities and resources
- (b) Unauthorized entry into a file, to use, read, or change the contents, or for any other purpose.
- (c) Unauthorized transfer of a file.

- (d) Use of another individual's identification and/or password.
- (e) Use of computing facilities and telecommunications resources to interfere with the work of another student, faculty member or University Official.
- (f) Use of computing facilities and telecommunications resources to send obscene or abusive messages.
- (g) Use of computing facilities and telecommunications resources to interfere with normal operation of the University computing system.
- (h) Use of computing facilities and telecommunications resources in violation of copyright laws.
- (i) Any violation of the University of Central Florida Use of Information Technology and Resources Policy.
- (j) Any violation of the University of Central Florida ResNet Acceptable Use Policy.

(15) Gambling

- (a) Play in an unlawful game of chance for money or for anything of value on University premises or at any affair sponsored by a student or student organization.
- (b) Unlawfully sell, barter or dispose of a voucher or any item for participation in a scheme of chance by whatever name on University premises or at any affair sponsored by a student or registered student organization.
- (c) Wager on a University team or organization in a competition, with a direct influence in the success of the competition.

(16) University Student Residence Violations. Violation(s) of any Department of Housing and Residence Life policy, rule or regulation published in hard copy or available electronically via Department of Housing and Residence Life website. A charge under this provision must include a specific citation of which Housing policy or policies the charged student has violated.

(17) University Wordmark Violations. Unauthorized use of the official University wordmark, Pegasus, monogram, seal, or other graphic identity symbol.

(18) Violation of Local, State, and/or Federal Laws. Violation of any local, state and/or federal law that may result in a felony or misdemeanor.

Authority: BOG Regulations 1.001 and 6.0105. History – Formerly 6C7-5.0042, New 6-18-09, Amended 7-19-12, 9-5-13, 11-20-14, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, _____-20.

Attachment D

UCF-5.009 Student Conduct Review Process; Sanctions

(1) Violation Reports. Alleged violations of the UCF Rules of Conduct shall be reported in writing to the Director of ~~the OSC~~Student Conduct and Academic Integrity or designee. Upon receiving an alleged violation of misconduct, the Director of ~~the OSC~~SCAI or designee may review relevant information and consult with relevant parties regarding the incident in question. Where deemed necessary to protect the safety and well-being of others, of the university, or of property, the Director of ~~the OSC~~SCAI or designee, upon notifying the VP of SDES or designee, may take immediate action to resolve the safety and/or well-being concern by placing the student on interim suspension. Interim suspension is not a sanction. An interim suspension is subject to review at a hearing within three (3) business days by the VP of SDES or designee to determine the status of the interim suspension. The outcome of an interim suspension hearing shall remain in effect until the final disposition of formal charges resulting from the circumstances of the case, unless the VP of SDES or designee shall decide otherwise.

- (a) The Director of ~~the OSC~~SCAI will refer all information warranting disciplinary action and assign the case to the appropriate staff member. ~~The Office of Student Conduct~~SCAI will send written notification to the charged student indicating the nature of the activity in question and what university rules were allegedly violated.
- (b) Upon receipt of an incident report, ~~the Office of Student Conduct~~SCAI has six months to charge a student with a violation of the Rules of Conduct. ~~The Office of Student Conduct~~SCAI may exercise discretion when applying the time provision to account for circumstances that warrant a waiver of the six month time limit from the date of discovery. For Title IX related cases see UCF-5.006(10).
- (c) Students charged with alleged violations of the Rules of Conduct will receive notice to attend a required preliminary conference with ~~the Office of Student Conduct~~SCAI to discuss the charges. If the student fails to attend that conference, a hold may be placed on the student's record, preventing them from registering for future classes until the matter is resolved. Students who leave the university or withdraw from a class before a disciplinary matter is resolved may be prohibited from future enrollment until such time as the matter is resolved. The student will receive information regarding the Student Conduct Review Process, including the student's rights during the process, an opportunity to inspect and/or review the information known at the time charges are prepared, and notice on how to contact the Student

Government Association Judicial Advisor. At the conclusion of the meeting, ~~the Office of Student Conduct~~SCAI recommends an option for resolution of the disciplinary charges.

(2) Options for Resolution of Disciplinary Charges.

- (a) Case Dismissal: The Director of ~~the OSC~~SCAI or designee may dismiss a case if it is found to not have sufficient facts or information to substantiate the claim of misconduct, the accused person is not a student, or the action claimed as misconduct is not a violation of the Rules of Conduct.
- (b) Mediation: Depending on the nature and severity of the alleged violation, ~~the Office of Student Conduct~~SCAI may recommend formal mediation through the Office of Student Rights and Responsibilities as an alternative to disciplinary action. The involved parties must each agree to mediation. Mediation is confidential. In mediation, the parties voluntarily meet with an impartial mediator to communicate their concerns and needs to each other and to reach their own agreement on the resolution of the case. The participants in mediation are responsible for keeping their agreement or renegotiating it, if necessary. In the event that the participants do not agree to mediate or mediate but do not reach a full and final resolution, the case will be referred back for disciplinary action through an informal or a formal hearing. Breach of a mediated agreement may result in a follow up mediation session or the matter may be referred back through the conduct process at the discretion of ~~the Office of Student Conduct~~SCAI. Mediation will not be a resolution option for cases involving allegations of incidents of sexual misconduct and/or interpersonal violence.
- (c) Informal Hearing: At the discretion of ~~the Office of Student Conduct~~SCAI, violations found not to warrant a formal hearing may be referred to an informal hearing. At the informal hearing the charged student has the opportunity to meet with an ~~Office of Student Conduct~~SCAI staff member or designee and accept responsibility for the charges of violation of the Rules of Conduct. At the informal level the matter will be settled by the following outcomes: punitive sanction (Disciplinary Warning, Disciplinary Probation, or Disciplinary Deferred Suspension) as well as educational sanctions (papers, seminars, community service, etc.). If the matter is not resolved informally, the case will be resolved through a formal hearing. The outcomes from

an informal hearing process (decision of responsibility and recommended sanctions) are final and are not eligible to be appealed (UCF-5.010).

- (d) Formal Hearing: If an alleged violation of the Rules of Conduct is not dismissed or otherwise resolved, then ~~the Office of Student Conduct~~SCAI shall present in writing formal charges to the student. The charged student may request either a panel or administrative hearing. The charged student's hearing shall be open only to the charged student, his/her advisor, the hearing body, witnesses (when called upon), and a representative from ~~the Office of Student Conduct~~SCAI. For cases of sexual misconduct and/or interpersonal violence, the hearing shall also be open to the complainant and advisor. In cases of alleged Academic Misconduct, the student is required to have an academic integrity ~~panel~~ hearing as stated in UCF-5.015.

Formal notification shall include:

1. The student's name and address.
2. Date, time and location of the formal hearing.
3. The rule(s) of conduct allegedly violated as known at the time formal charges are prepared.
4. Names of potential witnesses known at the time formal charges are prepared.
5. A description of any physical or written documentation known at the time charges are prepared.

(3) Formal Hearings. There are two types of formal hearings – panel hearings and administrative hearings.

(a) Panel Hearings.

1. A panel to consider an individual case shall be randomly selected by ~~the Office of Student Conduct~~SCAI from the Student Conduct Board and shall consist of two (2) faculty and administrative staff members combined, and two (2) student members. One panel member shall be selected by ~~the Office of Student Conduct~~SCAI to chair the hearing and report the proposed finding(s) and recommended sanctions, if any, to the Director of ~~the OSC~~SCAI or designee.
2. At hearings conducted by a panel, an ~~Office of Student Conduct~~SCAI staff member shall act as an advisor to the panel. The Director of ~~the OSC~~SCAI or designee shall receive the panel's proposed finding(s) as to "in violation"

or "not in violation" of the Rules of Conduct, and consider any sanctions proposed by the panel.

3. The Director of ~~the OSCSCAI~~ or designee may accept the proposed finding(s) of "in violation" or "not in violation" or remand the case for rehearing. If the Director of ~~the OSCSCAI~~ or designee accepts the proposed finding(s) of "in violation," they may approve, mitigate or increase the sanctions proposed by the panel.
4. Any decision by the Director of ~~the OSCSCAI~~ or designee to alter proposed sanctions or remand a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

(b) Administrative Hearings

1. Administrative hearings shall be conducted by one faculty or staff member selected by ~~the Office of Student Conduct~~SCAI from the Student Conduct Board. The charged student shall be informed of the hearing officer assigned to the case and shall have the opportunity to challenge the impartiality of the individual within three (3) business days of notification. The student shall state in writing the basis for such challenge. A hearing officer so challenged will be excused; however, indiscriminate challenges shall not be permitted. In the event that a student has opted not to challenge the impartiality of a hearing officer prior to the allotted three (3) business days, the assigned hearing officer shall remain as scheduled.
2. At hearings conducted by an administrative hearing officer, an ~~Office of Student Conduct~~SCAI staff member shall act as an advisor to the administrative hearing officer. The Director of ~~the OSCSCAI~~ or designee shall receive the administrative hearing officer's proposed finding(s) as to "in violation" or "not in violation" of the Rules of Conduct, and consider any sanctions proposed by the administrative hearing officer.
3. The Director of ~~the OSCSCAI~~ or designee may accept the proposed finding(s) of "in violation" or "not in violation" or remand the case for rehearing. If the Director of ~~the OSCSCAI~~ or designee accepts the proposed finding(s) of "in violation," they may approve, mitigate or increase the sanctions proposed by the administrative hearing officer.

4. Any decision by the Director of ~~the OSCSCAI~~ or designee to alter sanctions or remand a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (c) Conduct of Formal Hearings - The following is furnished as a guide to the sequence of events in a formal hearing. Please note that all formal hearing proceedings are recorded. The recording is part of the official record of the formal hearing and no other recordings are permitted.
1. Reading of charges.
 2. Student response of “in violation” or “not in violation.”
 3. Presentation of information in support of the charges.
 4. Opening statement by the charged student.
 5. Questioning of the charged student.
 6. Presentation and questioning of all other parties.
 7. Final questions of the charged student by the hearing body.
 8. Closing remarks by the charged student.
 9. Hearing is brought to a close.
 10. The student is invited to await announcement of the proposed finding(s) and recommended sanction(s), if any.
- (d) Deliberations by the hearing body are not part of the hearing and are confidential. Deliberations occur after the closure of the hearing and are not recorded. Following deliberations, the hearing body will prepare a written statement of its proposed finding(s) and, if applicable, recommend sanctions.
- (e) Case Record for Formal Hearing - The case record shall consist of the following items:
1. A copy of the formal charges in writing.
 2. A recording of the formal hearing.
 3. A recording of the announcement of the proposed finding(s) and proposed sanctions, if any.
 4. All staff memoranda submitted.
 5. All items of physical or written documentation submitted, provided such items are not returned to a rightful owner. In that case, photographs or other facsimiles shall be made before return.

6. The proposed finding(s) and sanction(s) by the hearing panel or administrator, if any.
 7. The Director of ~~the OSC~~SCAI's or designee's decision.
- (f) Student Conduct Board members for panel and administrative formal hearings are selected through an annual application and interview process with the exception of the justices from the Student Government Association Judicial Branch. All Student Conduct Board members, including justices, receive annual training from ~~the Office of Student Conduct~~SCAI. Student Conduct Board members who serve on hearings related to allegations of sex discrimination, including but not limited to relationship violence, sexual assault, sex harassment, and stalking receive additional training annually.

(4) Student Rights in the Student Conduct Review Process.

The following rights shall be explained to each charged student prior to the commencement of any formal disciplinary hearing:

- (a) The charged student shall be afforded reasonable written notice, at least five (5) business days prior to the formal hearing, unless waived in writing. Written notice sent to the charged student's electronic and/or physical address listed in the Registrar's records shall constitute full and adequate notice. Written notice shall include:
 1. The student's name and address.
 2. Date, time and location and nature of the proceeding of the formal hearing.
 3. The rule(s) of conduct allegedly violated as known at the time formal charges are prepared.
 4. Names of potential witnesses known at the time formal charges are prepared.
 5. A description of any written or physical documentation known at the time charges are prepared.
- (b) The student may have, at his or her own expense and initiative, an advisor present at the hearing. It is the student's responsibility to make appropriate arrangements for the advisor to attend the hearing, and the hearing shall not be delayed due to scheduling conflicts of the chosen advisor. The advisor may be present to advise the student but shall not speak for or present the case for the student or otherwise participate directly in the proceeding. The student may consult with their advisor at

any time during the hearing. This consultation must take place in a manner that does not disrupt the proceedings. In addition, an advisor may not serve as a witness. If the advisor does not adhere to their defined role in the student conduct review process, they may be removed from the hearing.

- (c) All hearings shall be conducted on the basis that the charged student is not in violation until the preponderance of evidence proves otherwise. At a hearing, the technical rules of evidence applicable to civil and criminal cases shall not apply. The burden of proof in a student conduct hearing is not on the student charged with a violation of the Rules of Conduct.
- (d) The student may inspect any information presented in support of the charges at least three (3) business days before the formal hearing. The University also has the right to review any information the student intends to use at least three (3) business days before the formal hearing. Only such information that is determined “Relevant Information” will be made part of the hearing record.
- (e) The university cannot compel any person to attend a formal hearing. However, all parties may arrange for witnesses to voluntarily present Relevant Information during the proceeding. The student may hear and question adverse parties who testify at the hearing.
- (f) The student shall not be forced to present self-incriminating information; however, the University is not required to postpone disciplinary proceedings pending the outcome of any civil or criminal case. The University’s formal hearing is not a criminal or judicial proceeding and is designed to address student behavior; therefore, alleged violations of the UCF Rules of Conduct will be addressed independently of any outcome imposed by the courts for a criminal offense.
- (g) The proposed finding, as well as the Director of ~~the OSCSCAI~~’s or designee’s determination, of “in violation” or “not in violation” on the charges shall be based solely on the information presented at the formal hearing.
- (h) Should the student fail to attend the scheduled formal hearing, the hearing will be held in the student’s absence and the proposed findings, including any recommended sanctions, will be made using the information available at the time of the scheduled formal hearing.

- (i) Only if the proposed finding of the hearing body is that the student is in violation, will prior conduct history be reviewed and potentially affect proposed sanctioning.
- (j) The results of any formal hearing shall be made available to the charged student within ~~seven (7)~~ten (10) business days following the hearing. Should the ~~OSCS~~SCAI need additional time, the deadline can be extended by the Director of ~~the OS~~SCAI or designee by notifying the charged student. For academic integrity cases, the results of any formal hearing shall be made available to the charged student within ~~fourteen~~fifteen (145) business days following the hearing. The Director of ~~the OS~~SCAI or designee shall notify the charged student in writing of the need for additional time.
- (k) The student's enrollment status shall remain unchanged pending the University's final agency action in the matter, except in cases where the VP of SDES or designee determines that the safety, health, or general welfare of the student, any individual, or any part of the University may be involved.

(5) Additional Procedures in Cases of Sexual Misconduct and/or Interpersonal Violence. Where a student is charged with sexual misconduct and/or interpersonal violence, the procedures outlined in UCF-5.006(11~~9~~) will apply in addition to the procedures of the Student Conduct Review Process outlined above.

(6) Sanctions.

- (a) Disciplinary Warning - An official warning that the student's behavior is in violation of the UCF Rules of Conduct, and that if the student is subsequently found in violation of a rule while on Disciplinary Warning, subsequent action may be more severe.
- (b) Disciplinary Probation - Disciplinary Probation status shall be for a specific length of time in which any further violation of the Rules of Conduct puts the student's status with the University in jeopardy. If the student is found "in-violation" for another violation of the Rules of Conduct, while on Disciplinary Probation, more severe sanctions may be imposed, ~~such as Disciplinary Suspension or Disciplinary Expulsion~~. Restrictive conditions may be imposed and vary according to the severity of the offense. While on Disciplinary Probation, restrictive conditions may include, but may not be limited to the following: loss of good standing, which may become a matter of record; denial of the privilege to occupy a position of leadership or

responsibility in any University registered student organization, publication, or activity, or ability to represent the University in an official capacity or position; trespass of University facilities or other areas of campus or contact with another specified person(s). Under Disciplinary Probation, the student may continue to attend classes and is given a chance to show capability and willingness to live in accordance with University rules. While on Disciplinary Probation, a hold will be placed on a student's record for record keeping purposes.

- (c) **Deferred Disciplinary Suspension** - Deferred Disciplinary Suspension is used for offenses found serious enough to warrant Disciplinary Suspension, but where the specific circumstances of the case mitigate the offense or for repeated offenses of a less serious nature. Deferred Disciplinary Suspension is a designated period of time during which a student is given the opportunity to demonstrate the ability to abide by the community's expectations of behavior articulated in the Rules of Conduct. During ~~a~~ Deferred Disciplinary Suspension, the student will be officially suspended from the university, but the suspension will be deferred, meaning that the student may continue to attend classes. The suspension will be enforced for failure to complete any assigned educational sanctions by the deadline(s) and/or for any subsequent violation of the Rules of Conduct, unless the Director of ~~the~~ OSCAI determines otherwise in exceptional circumstances. If the student is found in violation for any subsequent-violation(s) of the Rules of Conduct that occurred while on Deferred Disciplinary Suspension status, including failure to complete any assigned educational sanctions by the deadline(s), the student will be suspended for a minimum of one (1) semesters, in addition to the educational sanctions imposed for the subsequent violation. Students placed on Deferred Disciplinary Suspension will have a conduct overlay placed on their transcripts for the period of time that the Deferred Disciplinary Suspension is in effect. The conduct overlay is a notation indicating that the student is not in good standing. Deferred Disciplinary Suspension may include the denial of specific university privileges, including but not limited to loss of good standing, which may become a matter of record; denial of the privilege to occupy a position of leadership or responsibility in an University registered student organization, publication, or activity, or ability to represent the University in an official capacity or position; trespass of University facilities or other areas of campus

or contact with another specified person(s). The duration of any Deferred Disciplinary Suspension period and the specific restrictions imposed will be determined by ~~the OSCSCAI~~ on a case-by-case basis. While on Deferred Disciplinary Suspension, a hold will be placed on a student's record for record-keeping purposes.

- (d) Disciplinary Suspension - A student involved in an offense warranting consideration of action more serious than Deferred Disciplinary Suspension or one involved in repeated misconduct may face Disciplinary Suspension. During the period of Disciplinary Suspension, a student may not be enrolled in classes, participate in University related activities, whether they occur on or off campus. A student under Disciplinary Suspension may not otherwise be present on University premises unless authorized in writing in advance under conditions approved by the Director of ~~the OSCAI~~. Upon being withdrawn, the student may no longer enroll in classes, may not be an active member of a Registered Student Organization, may no longer use university facilities, must vacate university owned housing, may no longer be permitted on university property, may not be employed by the University, and may be entitled to whatever refunds of tuition, fees, and room and board charges as would be appropriate given the timing of the withdrawal. In determining if and to what extent suspended students shall be authorized to be on University premises, the Director of ~~the OSCSCAI~~ or designee shall consider whether the suspension creates an undue hardship on the disciplinary suspended student in regard to considerations that include, but are not limited to, the medical needs of the student. Students placed on Disciplinary Suspension will have a conduct overlay placed on their transcript for the period of time that the Disciplinary Suspension is in effect.—The conduct overlay is a notation indicating that the student is not in good standing. Further, while on Disciplinary Suspension, a hold will be placed on a student's record for record keeping purposes. All assigned educational sanctions must be completed prior to the conclusion of Disciplinary Suspension; otherwise the Disciplinary Suspension will remain in effect.
- (e) Disciplinary Dismissal – Disciplinary Dismissal is a sanction which removes the student from the individual's academic program and separates the student from the University for a period of at least two years and up to seven years. A dismissed

student has none of the rights or privileges of a student of the University. Following Disciplinary Dismissal, the individual must apply for readmission to the University. Readmission is possible but not guaranteed and will only be considered after the two to seven year time allotted from the effective date of the Dismissal, based on meeting all readmission criteria and obtaining clearance from the Associate Vice President and Dean of Students or designee. This may include restricted access to campus and/or other specified activities. Students placed on Disciplinary Dismissal will have a conduct overlay placed on their transcript for the period of time that the Disciplinary Dismissal is in effect. The conduct overlay is a notation indicating that the student is not in good standing. Further, while on Disciplinary Dismissal, a hold will be placed on a student's record for record keeping purposes. All assigned educational sanctions must be completed prior to the conclusion of Disciplinary Dismissal; otherwise the Disciplinary Dismissal will remain in effect.

- (f) Delayed Conferral of Degree – Delay of issuance of a student's diploma for a specified period of time or until the student meets certain conditions.
- (g) Recommendation for Degree Revocation – The University of Central Florida reserves the right to revoke any UCF degree awarded to any student. Reasons for degree revocation may include academic dishonesty, grade change, administrative error, disciplinary misconduct, or student request (see UCF Policy 4-406).
- (h) Disciplinary Expulsion – Disciplinary Expulsion is a sanction which removes the student from the individual's academic program and permanently separates a student from the University without opportunity to graduate or re-enroll at the university in the future. An overlay will be permanently placed on the student's record. Further, a hold will be permanently placed on a student's record for record keeping purposes.
- (i) Educational Sanctions - In conjunction with a sanction listed above, a student found to have been in violation of any of the Rules of Conduct will be assigned educational requirements such as, but not limited to, reflective/research papers, classes/seminars, community service, interviews, etc. Educational sanctions are intended to provide a student with opportunities to repair the harm of their actions and to engage in meaningful developmental experiences that will help the student in avoiding future violations of University policy.

*Authority: BOG Regulations 1.001 and 6.0105. History - Formerly 6C7-5.0041, New 6-18-09.
Amended 9-5-13, 3-5-15, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, _____-20.*

Attachment E

UCF-5.010 Student Conduct Appeals**(1) Appeals within the Student Conduct Review Process**

- (a) Students found in violation as a result of a formal hearing may appeal the finding(s) and sanction(s) imposed. The appeal must be made in writing to the Appellate Officer (VP of SDES or designee) within ten (10) business days after the date the student was notified of the decision by the Director of ~~the~~Student Conduct and Academic Integrity (SCAI)-OSC or designee. The appeal form can be found at <http://osc.sdes.ucf.edu/process>.
- (b) Students may appeal the finding and sanction(s) imposed on the basis of one or more of the following:
 - 1. Irregularities in fairness and stated procedures of the hearing that could have affected the outcome of the hearing.
 - 2. Discovery of new and significant information that could have affected the outcome of the hearing and that was not known or could not reasonably have been discovered and/or presented at the time of the initial hearing.
 - 3. The sanction(s) are extraordinarily disproportionate to the violation(s).
- (c) On the appeal form, the student must state the reason(s) for appeal, the supporting facts, and the recommended solution. This is not a re-hearing of the conduct case. An appeal cannot be filed simply because a student is dissatisfied with the decision. Failure to describe the nature of the information in full detail in the appeal letter will result in the denial of an appeal.
- (d) The appellate officer shall first determine if sufficient grounds for appeal exist and then, if so, the appellate officer may: deny the appeal, thus sustaining the initial decision; alter the sanction(s); or return the case for a new hearing. Any decision by the appellate officer to alter sanctions or return a case for new hearing shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (e) The appellate officer should issue a written decision to the student's appeal within twenty (20) business days of receipt of the appeal. Should the appellate officer require additional time for review beyond the twenty (20) business days, the

appellate officer shall notify the charged student in writing of the need for additional time. Decisions of the appellate officer reflect final agency action.

- (f) Any decision by an appellate officer to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

- (g) ~~SCAI~~~~The Office of Student Conduct~~ cannot place an overlay on the student's record until the appeal decision is completed or if the student chooses not to appeal. At such time, if appropriate, a hold and/or overlay, is placed on the student's record. If the appellate officer upholds the original findings, the effective date of any disciplinary sanction(s) imposed will revert back to the date of the Director of ~~the OSC~~~~SCAI~~'s or designee's final decision letter.

(2) Appeals within the Student Conduct Review Process for Cases Involving Sexual Misconduct and/or Interpersonal Violence

- (a) Complainants and Respondents in matters involving allegations of sexual misconduct and/or interpersonal violence (as defined above in Regulation UCF-5.008(5)) may appeal the finding(s) and sanction(s) imposed from a student conduct formal hearing. The appeal must be made in writing to the Appellate Officer (VP of SDES or designee) within seven (7) business days after the date both the Respondent and Complainant are notified of the decision by the Director of ~~the OSC~~~~SCAI~~ or designee. The appeal form can be found at <http://osc.sdes.ucf.edu/process>.
- (b) Complainants and Respondents may appeal the finding and sanction(s) imposed on the basis of one or more of the following:
 1. Irregularities in fairness and stated procedures of the hearing that could have affected the outcome of the hearing.
 2. Discovery of new and significant information that could have affected the outcome of the hearing and that was not known or could not reasonably have been discovered and/or presented at the time of the initial hearing.
 3. The sanction(s) are extraordinarily disproportionate to the violation(s).

- (c) On the appeal form, the student must state the reason(s) for appeal, supporting facts, and the recommended solution. Failure to describe the nature of the information in full detail in the appeal letter will result in the denial of the appeal.
- (d) The appellate officer shall first determine if sufficient grounds for appeal exist and then, if so, the appellate officer may: deny the appeal, thus sustaining the initial decision; alter sanction(s); or return the case for a new hearing.
- (e) The appellate officer should issue a written decision to the student's appeal within twenty (20) business days of receipt of the appeal. The written decision shall issue to both the Complainant and the Respondent. Should the appellate officer require additional time for review beyond the twenty (20) business days, the appellate officer shall notify the Complainant and Respondent in writing of the need for additional time. Decisions of the appellate officer reflect final university action.
- (f) Any decision by an Appellate Officer to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

(3) Community ReEngagement and Educational Development (CREED) Program

- (a) The Community ReEngagement and Educational Development (CREED) Program is designated for a student to have the opportunity to demonstrate that in the period following the conclusion of the Student Conduct Review Process, they have taken steps to become a productive and engaged member of the UCF Community.
- (ab) Upon completion of one semester of ~~D~~disciplinary ~~P~~probation, Deferred Disciplinary Suspension, or Disciplinary Suspension, and completion of all educational ~~requirements~~sanctions, a student ~~has the opportunity to~~can request a review of their disciplinary ~~probation~~-status through the Community ReEngagement and Educational Development (CREED) Program. Students who have a Z Designation on their transcript are eligible to apply once the duration of their Disciplinary Suspension has ended and all educational sanctions are complete.

1. Students who have been found In Violation of a Rule of Conduct that required an investigation by the Office of Institutional Equity (OIE) are ineligible to apply for relief under the CREED Program.
 2. Students who have been found In Violation of a Rule of Conduct that had a substantially negative impact on a person or group of people, as determined by SCAI, are ineligible to seek relief under the CREED Program.
- (c**b**) Requests ~~should~~must be submitted to the Director of ~~the OSC~~SCAI or designee via an online CREED Program submission form available at www.osc.sdes.ucf.edu/creed. This request can only be submitted once a semester.
- (d) The Director of SCAI or designee will review applications submitted before the semesterly deadline(s) during the application review period(s). Information on application deadlines and review periods can be found at www.osc.sdes.ucf.edu/creed. The Director of SCAI or designee shall conduct a preliminary review to ensure that the student's request meets the necessary eligibility and application requirements. The Director of SCAI or designee must communicate the finding of the preliminary review of the application as well as the date and time of the CREED Review Meeting that has been scheduled for a committee to conduct a review of the student's application, if applicable. The student has three (3) business days from when the Director of SCAI or designee sent their preliminary findings to request an alternate date and time of the CREED Review Meeting.
- (e) ~~The CREED Program is designed for a student to have the opportunity to demonstrate that in the period following a violation of the Rules of Conduct, they have taken steps to become a productive and engaged member of the UCF community.~~
- (d) ~~In considering this request, a student should complete all outlined requirements of the CREED Program which can be reviewed online at www.osc.sdes.ucf.edu.~~
- (e) ~~A CREED Program application should include information such as the following:~~
1. ~~Reflection Essay~~

2. ~~Faculty/Staff/Advisor (Academic or Organization) Letter of Recommendation~~
 3. ~~Community Service~~
 4. ~~Residential Life Letter of Support (On-Campus or Affiliated Residential Students only)~~
 5. ~~Proof of Counseling/Assessment (if applicable)~~
 6. ~~Academic Progress (if applicable)~~
 7. ~~Termination of Probation Letter (Admission Clearance Only, and if applicable)~~
- (f) ~~Upon receipt of the CREED Program packet, the Director of the OSC or designee will review to determine whether or not the student meets criteria for review. If the Director of the OSC or designee agrees that the student's request meets any or all of the above mentioned criteria, the student will be contacted within fourteen (14) business days to schedule a "CREED review meeting" with a committee appointed by the Director of the OSC or designee, comprised of faculty, staff and students.~~
- (eg) Prior to this meeting, the committee will have reviewed the submitted packet and will prepare ~~10-15~~ questions for the student to address, as well as provide the student with the opportunity to further discuss why their disciplinary ~~probation~~ status should be altered or terminated or why the Z Designation should be removed from the student's transcript. No alterations shall be made to include new or increased sanctions. Should the committee feel that further information and/or documentation is necessary in order to render a recommendation, the review may be temporarily recessed. ~~A time frame of not more than two (2) weeks will be given to~~ The student will be given ten (10) business days to produce ~~requested- the~~ information and/or documentation. Upon receipt of the requested information and/or documentation, the committee will reconvene the ~~CREED~~ Review Meeting with the student.
- (hf) After the meeting, the committee will issue a recommendation to the Director of ~~the OSC/SCAI~~ or designee. The Director of ~~the OSC/SCAI~~ or designee will

provide a final decision to the student in writing within ~~seven (7)~~ten (10) business days of receiving the recommendation.

(~~ig~~) If the request is denied by the Director of ~~the OSC~~SCAI or designee the final decision shall include a concise and explicit written statement that explains the basis for that decision and suggested action items for the student's success.

(~~jh~~) There is no appeal process for a CREED Review Meeting decision.

(4) Sealing of Records

(a) A student's conduct record is eligible to be sealed if the incident(s) in question are minor and do not result in disciplinary suspension, disciplinary dismissal, or disciplinary expulsion and/or if the student is not current on disciplinary probation or deferred suspension with all educational sanctions completed in full.

(b) A student conduct record may be sealed upon the successful submission and review of appropriate paperwork to ~~the Office of Student Conduct~~SCAI.

(c) The factors influencing the decision by the Director of ~~the OSC~~AI for sealing are the severity of the violation, effect of the violation on the University community, sanctions applied, completion of sanctions, and ethical development demonstrated by the student.

(d) There is no appeals process regarding student conduct record sealing.

Authority: BOG Regulations 1.001 and 6.0105. History – Formerly 6C7-5.00431, New 6-18-09. Amended 3-5-15, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-18-19, ____-20.

Attachment F

UCF-5.011 Scope; Authority; Principles of ~~Student~~ Group Responsibility; Violations of Law and Rule of Conduct Violations; ~~Registered Student Organizational Conduct Records; Medical Emergencies (Alcohol & Drug)~~

(1) Scope

- (a) The organizational conduct regulations (UCF-5.011, 5.012, and 5.013) shall apply to all registered student organizations ~~of the University~~, including those at its regional campuses and/or at off campus instructional sites, and shall be deemed a part of the terms and conditions of registered student organization registration. The right of all students to seek knowledge, debate ideas, form opinions, and freely express their ideas is fully recognized by the University of Central Florida, including when students come together as ~~registered student organizations~~ a group. ~~The Organizational Rules of Conduct, set out below, apply to registered student organization conduct and will not be used to impose discipline for the lawful expression of ideas. Specific restrictions on time and place of meetings and assemblies are found in other University regulations or policies.~~
- (b) The Organizational Rules of Conduct apply to all registered student organizations for conduct that occurs:
 - 1. On University premises; or
 - 2. During or while participating in University and/or organization sponsored or related activities; or
 - 3. During school sessions, holidays, breaks, and university closures; or
 - 4. Against students or non-students.
- (c) The University may take action against a registered student organization for off-campus conduct if the conduct is specifically prohibited by law or the Organizational Rules of Conduct; or if the conduct poses (or demonstrates that the student organization's continued recognition at the University poses) a danger to the health, safety or welfare of the University community; or if the conduct is disruptive to the orderly processes and functions of the University.

(2) Authority

- (a) The Florida Board of Governors Regulation 6.0105 requires each university to establish a Student Disciplinary System, including a code of conduct, to apply to

student disciplinary proceedings. The Florida Board of Governors Regulation 6.021 requires each university to establish an anti-hazing policy as part of the student code of conduct.

- (b) These regulations shall ensure a fair and impartial process in registered student organizational disciplinary proceedings and guarantee the integrity of the university.
- (c) Generally, authority necessary to enforce the organizational student conduct regulations is vested in the Vice President for Student Development and Enrollment Services or designee. Selected functions of this authority are shared with faculty, staff and students. Some functions of student conduct administration are assisted through review boards.

(3) Definitions. Definitions for terms used in this section, as well as in the Organizational Conduct Review Process, are located in UCF-5.006(3).

(4) Principles of ~~Registered~~ Student ~~Organization-Group~~ Responsibility.

- (a) Any registered student organization can be held responsible for its actions or the actions of a collection of its members acting together. Misconduct on the part of an individual member(s) may not automatically be sufficient to initiate the Organizational Conduct Review Process.
- (b) Students may be held accountable as individuals under the Rules of Conduct for their conduct, whether the students are acting in an individual capacity or the students are acting as a member of a registered student organization.
- (c) The following criteria will be used to determine if a registered student organization can be held responsible for the actions of one or more individuals when those actions result in a violation of the Organizational Rules of Conduct:
 - 1. A violation arises out of an organization-sponsored, financed, or otherwise sanctioned activity or event, where the organization provided the context for the violation.
 - 2. A pattern of individual violations has occurred and/or continues to occur within the organization without adequate control, response, or disciplinary action on the part of the registered student organization or its executive board members or officers.

3. The action resulting in the violation has received either the implied or overt consent of the registered student organization or any executive board members or officers of the registered student organization.
 4. The registered student organization or any executive board member or officer of the registered student organization fails to report and take reasonable action against invitees/members responsible for the Organizational Rules Conduct violation.
 5. The registered student organization overtly places or implicitly allows active members of the registered student organization to be in a position to act on behalf or with authority of the organization.
 6. The registered student organization chooses to protect one or more individual offenders who are active members of the registered student organization from official actions.
- (d) Should a reported incident occur where an organization is named as allegedly violating an Organizational Rule of Conduct, the University may hold an investigation to gather facts to help provide further context to the original complaint.

(5) Medical Emergencies. The University of Central Florida highly encourages students and registered student organizations to call for medical assistance whenever an individual experiences severe intoxication or serious injury after consuming alcohol and/or drugs. Students and registered student organizations may be reluctant to call for help for themselves or others due to potential involvement from the ~~UCF Police Department~~ law enforcement officials or ~~the Office of Student Conduct~~ and Academic Integrity (SCAI). Due to the serious or life-threatening nature of these medical emergencies, the University of Central Florida urges students to contact emergency medical services or ~~the UCF police department~~ law enforcement officials if alcohol-related and/or drug-related medical emergencies arise. The university's primary goal is to create a safe environment for its students. Procedures and expectations regarding these incidents have been outlined in ~~the Office of Student Conduct~~ SCAI Rules of Conduct Controlled Substance and Drug Violations and Alcoholic Beverages section and the Organizational Rules of Conduct section.

- (a) -Alcohol Emergencies - University Expectations for Student Groups. Student groups may be eligible for exemptions from disciplinary action when a

representative of an organization at a student group event calls for emergency assistance on behalf of a person experiencing an alcohol related emergency. Student groups that seek medical assistance for alcohol emergencies may receive exemption for violations of the Organizational Rules of Conduct Section UCF-5.012 6(a)-6(f); however, exemption for other Organizational Rule of Conduct violations may not be granted. Student groups may be eligible for this exemption on a case by case basis at the discretion of the Director of SCAI. Additional information regarding alcohol emergencies can be found at the SCAI website.

(b) Drug-Related Emergencies - University Expectations for Student Groups. Student groups may be eligible for exemptions from disciplinary action when a representative of an organization at a student group event calls for emergency assistance on behalf of a person experiencing a drug-related emergency. Student groups that seek medical assistance for drug-related emergencies may receive exemption for violations of the Organizational Rules of Conduct Section UCF-5.012 7(a)-7(d); however, exemption for other Organizational Rule of Conduct violations may not be granted. Student groups may be eligible for this exemption on a case by case basis at the discretion of the Director of SCAI. Additional information regarding drug-related emergencies can be found at the SCAI website.

(6) Violations of Law and Rule of Conduct Violations. Students who commit offenses against the laws of municipalities, states, or the United States are subject to prosecution by those authorities and may be subject to disciplinary action by the University when their conduct violates institutional standards. Students shall not be forced to present self-incriminating evidence; however, the University is not required to postpone disciplinary proceedings pending the outcome of any civil or criminal case. The Student Organization Conduct process is not a criminal or judicial proceeding and is designed to address registered student organization behavior as outlined in the ~~Principles of Group Responsibility~~ Principles of Student Group Responsibility, above; therefore, alleged violations of the Organizational Rules of Conduct will be addressed independently of any penalty imposed by the courts for the criminal offense.

(7) Student Organizational Conduct Records.

(a) Maintenance of Records. A registered student organization's or other student group's conduct case record will be maintained in ~~the Office of Student~~

~~Conduct~~SCAI. The case record of a registered student organization found responsible for charge(s) against them, with sanctions less than organizational suspension or revocation, will generally be maintained in ~~the Office of Student~~
~~Conduct~~SCAI for seven years from the calendar year of record, after which they are destroyed. The case record of a registered student organization that has been suspended or whose registration has been revoked will be permanently maintained by ~~the Office of Student~~ConductSCAI.

- (b) Release of Records. The release of registered student organization and other student group disciplinary records will be governed by applicable federal and state laws regarding the privacy of education records.

Authority: BOG Regulations 1.001 and 6.0105. History – New 10-16-09. Amended 7-19-12, 9-3-13, 10-29-15, 7-28-16, 7-20-17, _____-20.

Attachment G

UCF-5.012 Organizational Rules of Conduct

Registered student organizations are expected to abide by these Organizational Rules of Conduct, and administrators and faculty are expected to enforce them. The prohibition on hazing found in Section (10), below, shall apply equally to registered student organizations and other student groups, whether or not officially recognized by the University. These rules should be read broadly and are not intended to define prohibited conduct in exhaustive terms. These rules may be revised during the year; announcements will be made on adoption of changes or additions. The right of all students to seek knowledge, debate ideas, form opinions, and freely express their ideas is fully recognized by the University of Central Florida, including when students come together as ~~registered student organizations~~ a student group; accordingly, the rules below. ~~The Organizational Rules of Conduct, set out below, apply to registered student organization conduct and~~ will not be used to impose discipline for a student group's ~~the~~ lawful expression of ideas. Specific restrictions on time and place of meetings and assemblies are found in other University regulations or policies and student groups are expected to follow those restrictions. The following is a non-exhaustive list of prohibited conduct for which disciplinary action may be taken at the University of Central Florida. The following offenses, or the aiding, assisting, condoning, or attempting to commit these offenses, constitute violations of the Organizational Rules of Conduct.

(1) Theft, Disregard for Property

- (a) Malicious or unwarranted damage or destruction of another's property;
- (b) Taking, attempting to take, or keeping in its possession property or services not belonging to the registered student organization.
- (c) Misuse or mishandling of organizational funds by any officer, member, or other individual.

(2) Possessing and/or Providing False and Misleading Information and/or Falsification of University Records

- (a) Withholding related information, or furnishing false, misleading, incomplete, or incorrect information (oral or written). to University officials, non-university law enforcement officers, faculty or staff.
- (b) Possession, use or attempted use of any form of fraudulent identification.
- (c) Forgery, alteration or misuse of any University document, material, file, record or instrument of identification.

- (d) Deliberately and purposefully providing false or misleading verbal or written information about another person.
- (e) Falsification, distortion, or misrepresentation of information during an investigation, the student conduct review process, including knowingly initiating a false complaint

(3) Disruptive Conduct

- (a) Any act that impairs, interferes with, or obstructs the orderly conduct, processes, and functions of the University or any part thereof or the rights of one or more individuals.
- (b) Obstructing the free movement of other students around the campus, interfering with the use of University facilities, preventing the normal operation of the University; or conducting any event that interferes with the normal progress of academic events on campus.
- (c) Engaging in obscene or indecent conduct.
- (d) Failure to comply with the administrative policies as enacted by the University.
- (e) Failure to comply with the directions of University officials or authorized agents acting in the performance of their duties. Registered student organization officers and members shall comply with all directions or requests of University officials, University police officers or authorized agents in a timely manner.
- (f) Hindering or interfering with the Organizational Conduct Review Process by failing to obey the notice from a university official to appear for a student conduct meeting or hearing and/or attempting to discourage an individual's proper participating in, or use of, the Organizational Conduct Review Process.
- (g) Participating in any event with a registered student organization that is currently on Organizational ~~d~~Disciplinary ~~p~~Probation (with restrictive conditions); or Organizational Deferred Suspension (with restrictive conditions), ~~has~~ ~~is~~ ~~currently been~~ suspended, or ~~that~~ has had their UCF registration revoked.
- (i) Failure to comply with any other University regulation or policy as described in the UCF Regulations, UCF Policies and Procedures, or University department publicized policy.

(4) Harmful Behavior

- (a) Physical violence towards another person or group.
 - (b) Discriminatory Harassment: Defined as verbal, physical, electronic, or other conduct based on a protected category (such as race, color, religion, national origin, et al.) which, due to the severity and pervasiveness of the conduct and its targeted nature on the basis of a protected category, (i) has the purpose or effect of creating an objectively intimidating, hostile or offensive educational or work environment; and (ii) has the purpose or effect of unreasonably interfering with an individual's schooling or employment with the University. Harassment under this provision is conduct that would constitute harassment under federal or state civil rights laws, ~~or~~ under University Regulation UCF-3.001, or University -and-Policy 2-004.1 and Prohibition of Discrimination, Harassment and Related Interpersonal Violence ~~Policy~~.
 - (c) Bullying: Defined as behavior of any sort (including communicative behavior) directed at another, that is severe, pervasive, or persistent, and is of a nature that would cause a reasonable person or group in the target's position substantial emotional distress and undermine his or her ability to work, study, or participate in University life or regular activities, or which would place a reasonable person in fear of injury or death.
 - (d) Verbal, digital, or written abuse, threats, intimidation, coercion and/or other conduct that endangers the health, safety or well-being of another person or group, or which would place a reasonable person in fear of bodily injury or death. This definition, however, shall not be interpreted to abridge the rights of the University community to freedom of expression protected by the First Amendment of the United States Constitution and any other applicable law.
 - (e) Failure to respect the privacy of other individuals.
 - (f) Retaliation against or harassment of Complainant(s), other person(s) alleging misconduct, or anyone who participates in an investigation of harassment.
 - (g) Condoning or encouraging acts of harmful behavior as defined above or failing to intervene on an act of harmful behavior while it is occurring.
- (5) Sexual Misconduct and/or Interpersonal Violence

- (a) Nonconsensual Sexual Conduct - Any nonconsensual sexual contact which occurs on or off the UCF campus.
1. Consent is an understandable exchange of affirmative words or actions which indicate a willingness to participate in mutually agreed upon sexual activity. Consent cannot be obtained by force, threat, coercion, manipulation, reasonable fear of injury, intimidation, use of position of influence, or through the use of one's mental or physical helplessness or incapacity. The lack of a negative response, lack of protest or resistance, silence, and passivity are not consent. Consent to one form of sexual activity does not imply consent to other forms of sexual activity. Past consent to sexual activity does not imply ongoing further consent.
 - a. Responsibilities - It is the responsibility of the initiator to obtain consent at each stage of sexual involvement.
 - b. Standard - A determination of whether consent exists will be based on the information the initiator of the sexual act knew or should have known as a sober, reasonable person. Being impaired by alcohol or other drugs does not relieve an initiator of a sexual act from obtaining consent.
 - c. Incapacitation - Incapacitation is a state where an individual cannot make rational, reasonable decisions because of mental or physical helplessness, sleep, unconsciousness, or lack of awareness that sexual activity is taking place. A person may be incapacitated due to the consumption of alcohol or other drugs, or due to a temporary or permanent physical or mental health condition. A person who is incapacitated lacks the capacity to give consent because they cannot understand the fact, nature, or extent of the sexual interaction.
 - d. Duration of Consent - Consent must be ongoing throughout sexual activity, for each sexual act, and can be withdrawn at any time.
 - i. Within each sexual encounter, there may be separate individual sexual acts involved. Consent to one act by itself does not

constitute consent to another act. If verbal consent is not given, ongoing active participation is required for consent.

ii. The existence of a dating or sexual relationship between the persons involved, or the fact of past sexual relations have occurred between the parties, is not an indicator of consent for any current or future sexual encounter.

iii. An individual who seeks to withdraw consent must communicate, through clear words or actions, a decision to cease the sexual activity. Once consent is withdrawn, the sexual activity must cease immediately.

e. Scope of Consent - Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another.

2. Sexual Contact – includes but is not limited to the following behaviors:

a. Touching, kissing, fondling (whether over or under clothing) of an individual for the purpose of sexual gratification; and/or

b. contact, however slight, between the mouth, anus or sex organ of one individual with either the anus or sex organ of another individual; and/or

c. contact, however slight, between the anus or sex organ of one individual and any other object.

(b) Sexual Harassment: Sexual harassment is any unwelcome sexual advance, request for sexual favors, or other unwanted conduct of a sexual nature, whether verbal, non-verbal, graphic, physical, or otherwise, when the conditions for Discriminatory Harassment as defined in 5.012(4)(b) are present. This is conduct that would constitute sexual harassment under federal or state civil rights laws, ~~or under~~ University Regulation UCF-3.001, or University Policy 2-004.1 Prohibition of Discrimination, Harassment and Related Interpersonal Violence. Sexual Harassment may include inappropriate touching, acts of sexual violence, suggestive comments and public display of pornographic or suggestive calendars, posters, or signs where such images are not connected to any academic purpose. A single

incident of nonconsensual sexual contact (as defined above) may be sufficiently severe to constitute sexual harassment.

- (c) Gender-Based Harassment: Discriminatory harassment that is based on gender, sexual orientation, gender identity, or gender expression, which may include acts of aggression, intimidation, or hostility, whether verbal or non-verbal, graphic, physical, or otherwise, even if the acts do not involve conduct of a sexual nature, when the conditions for Discriminatory Harassment as defined in UCF-5.012(4)(b) are present.
- (d) Obscene or Indecent Behavior - Exposure of one's body in such a manner that another party reasonably could be offended or to display sexual behavior which another person reasonably finds offensive.
- (e) Voyeurism - Trespass, spying, or eavesdropping for the purpose of sexual gratification.
- (f) Solicitation of a Minor – soliciting sexual acts from a minor by oral, written, or electronic means.
- (g) Child Pornography – possessing, producing or the dissemination of child pornography
- (h) Stalking occurs when a person engages in a course of conduct directed at a specific person under circumstances that would cause a reasonable person to fear for the person's safety or the safety of others, or to experience substantial emotional distress. A "course of conduct" is two or more acts, including but not limited to acts in which a person directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about another person, or interferes with another person's property. Stalking includes "cyber-stalking," a particular form of stalking in which a person uses electronic media, such as the internet, social networks, blogs, phones, texts, or other similar devices or forms of contact. Stalking may include, but is not limited to: non-consensual communications (face to face, telephone, e-mail); threatening or obscene gestures; surveillance/following/pursuit; showing up outside the targeted individual's classroom or workplace; sending gifts and/or notes (romantic, bizarre, sinister, or perverted); and/or making threats.

- (i) Sexual Exploitation: Sexual Exploitation is purposely or knowingly doing or attempting to do any of the following:
 - 1. Recording or photographing private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 - 2. Disseminating or posting images of private sexual activity and/or a person's intimate parts (including genitalia, groin, breasts or buttocks) without consent;
 - 3. Allowing third parties to observe private sexual activity from a hidden location (e.g., closet) or through electronic means (e.g., Skype or livestreaming of images);
 - 4. Subjecting another person to human trafficking; or
 - 5. Exposing another person to a sexually transmitted infection or virus without the other's knowledge.
 - (j) Complicity: Complicity is any act taken with the purpose of aiding, facilitating, promoting or encouraging the commission of an act prohibited by the Organizational Rules of Conduct UCF-5.012(5).
 - (k) Any attempted acts of sexual misconduct and/or interpersonal violence defined above are also violations of this policy.
- (6) Alcohol Related Misconduct
- (a) Use and/or possession of alcoholic beverages, except as expressly permitted by law and University regulations/policies.
 - (b) Sale and/or distribution of alcoholic beverages, except as expressly permitted by the law and University regulations/policies.
 - (c) Furnishing or causing to be furnished any alcoholic beverage to any person under the legal drinking age.
 - (d) Behavior under the influence of alcohol.
 - (e) Furnishing or causing to be furnished any alcoholic beverage to any person in a state of noticeable intoxication.
 - (f) Failure of a registered student organization to take all necessary steps to see that no person under the legal drinking age possesses alcoholic beverages at functions it sponsors or within any property or transportation it owns, operates, and/or rents.

~~(g) Alcohol Emergencies – University Expectations for Registered Student Organizations.~~

~~Registered student organizations may be eligible for exemptions from disciplinary action when a representative of an organization at a registered student organizational event calls for emergency assistance on behalf of a person experiencing an alcohol-related emergency. Registered student organizations that seek medical assistance for alcohol emergencies may receive exemption for violations of the Organizational Rules of Conduct Section 6(a)–6(f); however, exemption for other Organizational Rule of Conduct violations may not be granted. Registered student organizations may be eligible for this exemption on a case-by-case basis at the discretion of the Director of the OSC. Additional information regarding alcohol emergencies can be found at the Office of Student Conduct website.~~

NOTE: Registered student organizations may be eligible for exemptions from disciplinary action when a representative of an organization at a registered student organizational event calls for emergency assistance on behalf of a person experiencing an alcohol related emergency. Information regarding exemptions under this rule for alcohol related emergencies can be found in University Regulation UCF–5.011 and the Student Conduct & Academic Integrity website: <http://osc.sdes.ucf.edu/medicalemergencies>.

(7) Drug Related Misconduct

- (a) Unlawful use and/or possession of any narcotic or other controlled substances, and possession and/or use of drug paraphernalia.
- (b) Sale and/or distribution of any narcotic or other controlled substances.
- (c) Cultivation and/or manufacture of any narcotic or other controlled substances.
- (d) Attempt to obtain any narcotic or other controlled substances, except as expressly permitted by law.

NOTE: Registered student organizations may be eligible for exemptions from disciplinary action when a representative of an organization at a registered student organizational event calls for emergency assistance on behalf of a person experiencing a drug related emergency. Information regarding exemptions under this rule for drug related emergencies can be found in University Regulation UCF – 5.011 and the Student Conduct and Academic Integrity website: <http://osc.sdes.ucf.edu/medicalemergencies>.

(8) Unauthorized Entry. Unauthorized entry, attempted entry, or loitering in private or restricted areas that are owned and/or operated by the University.

(9) Gambling

- (a) Play or sponsor of an unlawful game of chance for money or for anything of value on University premises or at any affair sponsored by a registered student organization.
- (b) Unlawful sale, barter, or disposition of a voucher or any item for participation in a scheme of chance by whatever name on University premises or at any activity sponsored by a registered student organization
- (c) Wagering on a University team or organization in a competition, with or without intent to have a direct influence in the success of the competition

(10) Hazing-

- (a) Hazing is any action or situation that recklessly or intentionally endangers the mental or physical health and/or safety of a student for purposes including but not limited to initiation or admission into, or association or affiliation with, any registered student organization or other group whether or not officially recognized by the University-operating under registration with or official sanction of the University. Hazing which violates Florida Statutes may result in felony charges. A student may commit an act of hazing whether the student is a prospective, current, or former member of the organization or group. The actions of active, associate, new and/or prospective members, former members, or alumni of a registered student organization or other student group may be considered hazing under this rule.
- (b) Hazing includes brutality of a physical nature such as whipping, beating, branding, forced calisthenics, exposure to the elements; forced consumption of any food, liquor, liquid, drug, or other substances; or other forced elements; or other forced activity which could adversely affect the mental or physical health or safety of the individual.
- (c) Hazing includes any activity that could subject the individual to extreme mental or physical stress such as sleep deprivation, forced exclusion from social contact,

forced conduct that could result in extreme embarrassment, or any other activity that could adversely affect the mental or physical health or dignity of the individual.

- (d) Hazing includes forcing, pressuring, coercing, or requiring the violation of University policies, federal, state, or local law.
- (e) Hazing includes soliciting a person to commit or being actively involved in the planning of any act of hazing as defined above where the act of hazing creates a substantial risk of physical injury or death to the person(s) hazed.
- (f) It is not a defense to an allegation of hazing that:
 - 1. the consent of the victim had been obtained;
 - 2. the conduct or activity that resulted in the death or injury of a person was not part of any official organizational event or otherwise sanctioned or approved by the student organization or group; or
 - 3. the conduct or activity that resulted in the death or injury of a person was not done as a condition of membership into a student organization.
- (g) Hazing does not include customary athletic events or other similar contests or competitions or any activity or conduct that furthers a legal and legitimate objective.
- (h) All student groups, whether or not registered with the University and whether or not officially recognized by the University are subject to the same hazing prohibitions set out in this section (10). With regard to student groups that are not registered students organizations, and against which there is an allegation of hazing, the principles of group responsibility and scope provisions of University Regulation 5.011(1)(b), (1)(c), and (4) shall apply, as well as the conduct proceeding procedures of University Regulation 5.013.

(11) Outstanding Debt. Failure to pay on and off campus vendors in a timely manner. Groups shall not knowingly enter into purchase or rental agreements that are beyond the resources of the organization's ability to pay. The University will not cover outstanding debts of registered student organizations.

(12) Use of Facilities. Failure to comply with University regulations and procedures for campus events and/or use of campus facilities or grounds. Those individuals acting on behalf of an

organization that reserve facilities should check with the University department or office responsible for the facility to guarantee that all procedures have been followed.

(13) Fire Safety and Sanitation

- (a) Tampering with or damage to fire safety equipment.
- (b) Causing, condoning, or encouraging the creation of any situation involving incendiary or other chemicals or substances, explosives, or fire that reasonably may result in danger to another's person or property.
- (c) Possession or use of illegal fireworks, incendiary devices, or dangerous explosives.
- (d) Failure to properly maintain a registered student organization's facilities or property (or surrounding property) such that a potential danger to the health and safety of the occupants or members of the University and surrounding community is created.

(14) Advertising

- (a) Origination or circulation of any advertising media that contains matter that violates federal, state and/or local laws.
- (b) Origination or circulation of any advertising media containing false or misleading information.

(15) Solicitation and Fundraising. Failure to comply with applicable law and University regulations and procedures for solicitation and fundraising activities on campus.

(16) University Wordmark Violations. Unauthorized use of the University's name, abbreviation, trademarks or wordmarks, including the Pegasus, monograms, seal, or other graphic identity symbols. The phrases "UCF" or "University of Central Florida" (or some form thereof) cannot precede the title of the organization. This section refers to but is not limited to, the registered student organization's: domain name, web address, promotional materials, and uniforms/shirts.

(17) Academic Misconduct

- (a) Unauthorized academic assistance: Using or attempting to use unauthorized materials, information or study aids in any academic exercise unless specifically authorized by the instructor of record.
- (b) The unauthorized possession of examination or course related material.
- (c) Commercial Use of Academic Material: Selling of course material to another person, student, and/or uploading course material to a third party vendor without authorization or without the express written permission of the University and the

Instructor. Course materials include but are not limited to class notes, Instructor's power points, tests, quizzes, labs, instruction sheets, homework, study guides, handouts, etc.

(d) Knowingly helping any student violate academic behavior standards.

(18) Violation of Local, State, and/or Federal Laws. Violation of any local, state and/or federal law that may result in a felony or misdemeanor.

Authority: BOG Regulations 1.001 and 6.0105. History – New 10-16-09, Amended 7-19-12, 9-3-13, 10-29-15, 7-28-16, 7-20-17, 7-19-18, 7-18-19, ____-20.

Attachment H

UCF-5.013 Organization Conduct Review Process; Sanctions; Appeals**(1) Violation Reports**

- (a) Alleged violations of the UCF Organizational Rules of Conduct shall be reported in writing to the Director of ~~the OSC~~Student Conduct and Academic Integrity or designee. Incident reports can be submitted for information purposes only, for information purposes with the requirement that the registered student organization attend an academic integrity seminar, or to initiate the student conduct review process. Upon receiving an incident report, the Director of ~~the OSC~~SCAI or designee may review relevant information and consult with relevant parties regarding the incident in question. Where deemed necessary to protect the health and safety of any individual, the student body, or any part of the University or its community, the Director of ~~the OSC~~SCAI or designee, upon notifying the VP of SDES or designee, may take immediate action to resolve the situation by placing the registered student organization on interim organizational suspension. Interim organizational suspension is not a sanction. Interim organizational suspension is preliminary in nature; it is in effect only until there is a resolution of the registered student organization conduct matter. Interim organizational suspension is subject to review at a hearing within ten (10) business days by the VP of SDES or designee to determine the status of the interim organizational suspension. The outcome of an interim organizational suspension hearing shall remain in effect until the final disposition of formal charges resulting from the circumstances of the case, unless the VP of SDES or designee shall decide otherwise.
- (b) The Director of ~~the OSC~~SCAI will refer all information warranting disciplinary action and assign the case to the appropriate staff member. ~~The Office of Student Conduct~~SCAI will send written notification to the chief officer of the registered student organization at their UCF mailing address indicating the nature of the activity in question and what Organizational Rules of Conduct were allegedly violated. The chief officer of the registered student organization shall serve as the organization's representative in the organization conduct review process.
- (c) Upon receipt of an incident report ~~the Office of Student Conduct~~SCAI has six months to charge a registered student organization with a violation of the Organizational Rules of Conduct. ~~The Office of Student Conduct~~SCAI may exercise discretion when

applying the time provision to account for circumstances that warrant a waiver of the six month time limit from the date the violation report was filed.

- (d) A registered student organization charged with alleged violations of the Organizational Rules of Conduct (see UCF-5.012) will receive notice to attend a mandatory preliminary conference with ~~the Office of Student Conduct~~SCAI. If the registered student organization fails to attend the mandatory preliminary conference without providing a satisfactory reason for the absence, the registered student organization may be placed on immediate social probation until such time as the registered student organization completes the mandatory preliminary conference. During the mandatory preliminary conference the registered student organization will receive information regarding the Registered Student Organization Conduct Review Process, including the registered student organization's rights during the process; an opportunity to inspect and/or review the information known at the time charges were prepared and how to contact the Student Government Association Judicial Advisor. At the conclusion of the mandatory preliminary conference, one of the following will occur: case dismissal, mediation, informal hearing, or formal hearing.
- (e) Social probation includes but is not limited to the prohibition of the following: any on or off campus fundraisers, socials, intramural competitions, receptions, service projects, conferences, retreats, etc. The organization may also not be able to update its registration until such time that it appears before a hearing. Groups under social probation may gather at regularly scheduled business meetings.

(2) Options for Resolution of Disciplinary Charges

- (a) Case Dismissal: The Director of ~~OSC~~SCAI or designee may dismiss a case if it is found to not have sufficient facts or evidence to substantiate the claim of misconduct or the misconduct is not a violation of the organizational rules of conduct.
- (b) Mediation: Depending on the nature and severity of the alleged violation, ~~the Office of Student Conduct~~SCAI may recommend formal mediation through the Office of Student Rights and Responsibilities as an alternative to disciplinary action. The involved parties must each agree to mediation. Mediation is a confidential process where the parties voluntarily meet with an impartial mediator to communicate their concerns and needs to each other and to reach their own agreement on the resolution of the case. The participants in mediation are responsible for keeping their agreement

or renegotiating it, if necessary. In the event that the participants do not agree to mediate or mediate but do not reach a full and final resolution, the case will be referred back to ~~the Office of Student Conduct~~SCAI for disciplinary action through an informal or a formal hearing. Breach of a mediated agreement may result in a follow up mediation session or the matter may be referred back through the conduct process at the discretion of ~~the Office of Student Conduct~~SCAI.

- (c) Informal Hearing: At the discretion of ~~the Office of Student Conduct~~SCAI, violations found not to warrant a formal hearing may be referred to an informal hearing. At the informal hearing the charged registered student organization has the opportunity to meet with an ~~Office of Student Conduct~~SCAI staff member and accept responsibility for the charges of violation of the Organizational Rules of Conduct. At the informal level the matter will be settled by the following outcomes: punitive sanction (organizational warning, organizational probation, organizational probation with restrictions, deferred organizational suspension) as well as educational sanctions (papers, seminars, community service, etc.). If the matter is not settled informally, the case will be resolved through a formal hearing.
- (d) Formal Hearing: If an alleged violation of the Organizational Rules of Conduct is not dismissed or otherwise resolved, then ~~the Office of Student Conduct~~SCAI shall present in writing formal charges to the registered student organization. The charged registered student organization may request either a panel or administrative hearing. The charged registered student organization's hearing shall only be open to the charged registered student organization's chief officer, their advisor, the hearing body, witnesses (when called upon), a representative from ~~the Office of Student Conduct~~SCAI, and a university staff member from an appropriate office (Office of Student Involvement, Office of Fraternity and Sorority Life, Recreation and Wellness Center, etc.).

(3) Formal Hearings. There are two types of formal hearings – panel hearings and administrative hearings.

(a) Panel Hearings.

- 1. A panel to consider an organizational case shall be comprised of members from ~~the Office of Student Conduct~~SCAI Student Conduct Board. The panel shall consist of two (2) faculty and administrative staff members combined and two

(2) student members that have been trained by ~~the Office of Student Conduct~~SCAI to hear organizational cases. One panel member shall be selected by ~~the Office of Student Conduct~~SCAI to chair the hearing and report the proposed finding(s) and sanction(s), if any, to the Director of ~~the OSC~~SCAI or designee.

2. At hearings conducted by a panel, an ~~Office of Student Conduct~~SCAI staff member shall act as an advisor to the panel. The Director of ~~the OSC~~SCAI shall receive the panel's proposed finding(s) as to "in violation" or "not in violation" of the Organizational Rules of Conduct and consider any sanctions proposed by the panel.
3. The Director of ~~the OSC~~SCAI or designee may accept the proposed finding(s) of "in violation" or "not in violation" or remand the case for rehearing. If the Director of ~~the OSC~~SCAI or designee accepts the proposed finding of "in violation," they may approve, mitigate or increase the sanctions proposed by the panel.
4. Any decision by the Director of ~~the OSC~~SCAI or designee to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

(b) Administrative Hearings

1. Administrative hearings shall be conducted by a faculty or staff member from the Student Conduct Board trained by ~~the Office of Student Conduct~~SCAI to hear organizational cases. The charged registered student organization shall be informed of the hearing officer assigned to its case and shall have the opportunity to challenge the impartiality of the individual within three (3) business days of notification. The charged registered student organization shall state in writing the basis for such challenge. A hearing officer so challenged will be excused; however, indiscriminate challenges shall not be permitted. In the event that a charged registered student organization has opted not to challenge the impartiality of a hearing officer prior to the allotted three (3) business days, the assigned hearing officer shall remain as scheduled.
2. At hearings conducted by an administrative hearing officer, an ~~Office of Student Conduct~~SCAI staff member shall act as an advisor to the administrative hearing

officer. The Director of ~~the OSCSCAI~~ or designee shall receive the administrative hearing officer's proposed finding(s) as to "in violation" or "not in violation" of the Organizational Rules of Conduct, and consider any sanctions proposed by the administrative hearing officer.

3. The Director of ~~the OSCSCAI~~ or designee may accept the proposed finding(s) of "in violation" or "not in violation" or remand the case for rehearing. If the Director of ~~the OSCSCAI~~ or designee accepts the proposed finding(s) of "in violation," they may approve, mitigate or increase the sanctions proposed by the administrative hearing officer.
4. Any decision by the Director of ~~the OSCSCAI~~ or designee to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

(c) Conduct of Formal Hearings - the following is furnished as a guide to the events in a formal hearing. Please note that all formal hearing proceedings are recorded. The recording is part of the official record of the hearing and no other recordings are permitted.

1. Reading of charges.
2. Registered student organization response of "in violation" or "not in violation."
3. Presentation of information in support of the charges.
4. Opening statement by the charged registered student organization.
5. Questioning of the charged registered student organization by the hearing body.
6. Presentation and questioning of witnesses in support of the charges.
7. Presentation and questioning of witnesses by the charged registered student organization.
8. Final questions of the charged student organization by the hearing body.
9. Closing remarks by the charged registered student organization.
10. Hearing is brought to a close.
11. Registered student organization is scheduled for a meeting to discuss the hearing body's proposed finding(s) and recommended sanction(s), if any.

(d) Deliberations by the panel or the administrative hearing officer are not part of the hearing and are confidential. Deliberations occur after the closure of the hearing and are not recorded.

- (e) Case Record for Formal Hearing - The case record shall consist of the following items:
 - 1. A copy of the formal charges in writing.
 - 2. A recording of the formal hearing.
 - 3. All staff memoranda submitted.
 - 4. All items of physical or written documentation submitted, provided such items are not returned to a rightful owner. In that case, photographs or other facsimiles shall be made before return.
 - 5. The Director of ~~the OSC~~SCAI's decision.
 - (f) Student Conduct Board members for panel and administrative formal hearings are selected through an annual application and interview process with the exception of the justices from the Student Government Association Judicial Branch. All Student Conduct Board members, including justices, receive annual training from ~~the Office of Student Conduct~~SCAI. Student Conduct Board members who serve on hearings related to allegations of sex discrimination, including but not limited to relationship violence, sexual assault, sex harassment, and stalking receive additional training annually.
- (4) Registered Student Organization Rights during the Formal Conduct Review Process - The following rights shall be explained to the charged registered student organization before the commencement of a formal disciplinary hearing:
- (a) The charged registered student organization shall be afforded written notice, at least five (5) business days prior to a formal hearing, unless waived in writing. Written notice sent to the chief student officer of the charged registered student organization's electronic and/or physical address shall constitute full and adequate notice. Written notice shall include:
 - 1. The name of the organization, the chief student officer's name and organization's address, if applicable.
 - 2. Date, time and location of the formal hearing
 - 3. Alleged Organizational Rule of Conduct Violation(s) known at the time formal charges are prepared.
 - 4. Names of potential witnesses known at the time that formal charges are prepared.

5. A description of any physical or written documentation known at the time charges are prepared.

Provided that the required notice stated above has been given to the registered student organization along with its representative(s) but a representative failed to attend a scheduled formal hearing without providing a satisfactory reason for the absence, the organization may be placed on immediate social probation until such time as the organization completes the formal hearing and any further steps in the conduct process. The organization will also not be able to update its registration while on social probation.

- (b) The registered student organization may have at their own expense and initiative, an advisor present at the hearing. It is the registered student organization's responsibility to make appropriate arrangements for the advisor to attend the hearing, and the hearing shall not be delayed due to scheduling conflicts of the chosen advisor. The advisor may be present to advise the registered student organization but shall not speak for or present the case for the registered student organization or otherwise participate directly in the proceeding. A registered student organization may consult with their advisor at any time during the hearing. This consultation must take place in a manner that does not disrupt the proceedings. A registered student organization's advisor must not be connected to the actual conduct case or a related case. In addition, an advisor may not serve as a witness. If the advisor does not adhere to their defined role in the student conduct review process, they may be removed from the hearing. ~~The Office of Student Conduct~~ SCAI shall maintain a list of impartial advisors and resources available to the registered student organization.
- (c) All hearings shall be conducted on the basis that the charged registered student organization is not in violation until the preponderance of evidence proves otherwise. At a student conduct organizational hearing, the technical rules of evidence applicable to civil and criminal cases shall not apply. The burden of proof in a student conduct hearing is not on the registered student organization charged with a violation of the Organizational Rules of Conduct.
- (d) The registered student organization's chief officer or designee may inspect any information presented in support of the charges. Information may be presented in support of the charged student organization.

- (e) The ~~U~~niversity cannot compel any person serving as a witness to attend a registered student organizational hearing. However, all parties to a registered student organizational conduct hearing may arrange for witnesses to voluntarily present relevant information during the proceeding. Pertinent information may be accepted as information for consideration by the person or body conducting the registered student organizational formal hearing. The registered student organization may hear and question adverse witnesses who testify at the registered student organizational formal hearing.
- (f) The registered student organization shall not be forced to present information that incriminates its individual members; however, the University is not required to postpone disciplinary proceedings pending the outcome of any civil or criminal prosecution.
- (g) Should the registered student organization fail to attend the scheduled formal hearing, the hearing will be held in the registered student organization's absence and the proposed findings, including any recommended sanctions, will be made using the information available at the time of the scheduled formal hearing.
- (h) The proposed finding(s), as well as the Director of ~~the OSC~~SCAI's determination, of "in violation" or "not in violation" on the charges shall be based solely on the information presented at the registered student organizational formal hearing.
- (i) Only if the proposed finding(s) of the hearing body is that the registered organization is in violation, will prior conduct history be reviewed and potentially affect the proposed sanctioning.
- (j) The final decision shall be furnished in writing to the registered student organization within ~~fourteen (14)~~fifteen (15) business days following the hearing ~~(the deadline can be extended by mutual agreement of the charged registered student organization and the Director of the OSC or designee)~~. Should SCAI need additional time, the deadline can be extended by the Director of SCAI or designee by notifying the charged organization.
- (k) The registered student organization's registration status shall remain unchanged pending the University's final decision in the matter except in cases where the VP of SDES or designee determines that the safety, health, or general welfare of any individual, or any part of the University may be involved.

(5) Additional Procedures in Cases of Sexual Misconduct and/or Interpersonal Violence. Where a registered student organization is charged with sexual misconduct and/or interpersonal violence, the procedures outlined in UCF-5.006(10) will apply in addition to the procedures of the Student Conduct Review Process.

(6) Sanctions for Registered Student Organizations

- (a) Organizational Warning: An official warning that the organization's behavior is in violation of the Organizational Rules of Conduct and that if the organization is subsequently found in violation of a rule, subsequent action may be more severe.
- (b) Organizational Probation: A period of time during which any further violation of the Organizational Rules of Conduct puts the registered student organization's status with the University in jeopardy. Restrictive conditions may also be imposed as part of organizational probation and will vary according to the severity of the offense. Restrictive conditions may include barring or limiting some or all of the organization's activities and/or privileges (including, but not limited to: social activities; intramural competition; organizational competition; Homecoming; eligibility to receive any University award or honorary recognition; privilege to occupy a position of leadership or responsibility in any University registered student organization governing body, publication, or activity; or ability to represent the University in an official capacity or position). If a registered student organization is found "in violation" for another violation of the Organizational Rules of Conduct while on organizational probation, more severe sanctions may be imposed.
- (c) Organizational Deferred Suspension – Organizational deferred suspension is used for offenses found serious enough to warrant organizational suspension, but where the specific circumstances of the case mitigate the offense or for repeated offenses of a less serious nature. Organizational deferred suspension is a designated period of time during which a registered student organization is given the opportunity to demonstrate the ability to abide by the community's expectations of behavior articulated in the Organizational Rules of Conduct. During an organizational deferred suspension, the registered student organization will be officially suspended from the University, but the organizational suspension will be deferred, meaning that the registered student organization may continue to operate with sanction-specific restrictions. Organizational suspension will be enforced should the registered student

organization fail to complete any of the assigned sanctions by the deadline(s) and/or for any subsequent violation of the Organizational Rules of Conduct unless the Director of ~~the OSCSCAI~~ determines otherwise in exceptional circumstances. If the registered student organization is found in violation for any ~~subsequent~~ violation of the Organizational Rules of Conduct that occurred while on deferred suspension status, including failure to complete any assigned sanctions by the deadline(s), the registered student organization will be suspended for a minimum of two (2) semesters in addition to any educational sanctions imposed for the subsequent violation. Registered student organizations on organizational deferred suspension may be limited in their abilities to represent the ~~u~~University in intramural sporting events, extracurricular activities, or official functions. The duration of any organizational deferred suspension period and the specific restrictions imposed will be determined by ~~the OSCSCAI~~ on a case-by-case basis.

- (d) Organizational Suspension: While on organizational suspension the registered student organization loses its University recognition and/or registration for a temporary period of time. While an organization is suspended, it may not use University resources or participate as an organization in any University activities or events- unless authorized in writing in advance under conditions approved by the Director of SCAI or designee. Additional provisions may be assigned that further outline University expectations while on Organizational Suspension Status.
- (e) Revocation of UCF Registration: Permanent severance of the organization's relationship with UCF.
- (f) Recommendation for Charter Revocation: An official request to a national office that the local chapter's charter be revoked.
- (g) Educational Sanctions: In conjunction with any sanction listed above, a registered student organization found to have been in violation of any of the Organizational Rules of Conduct will be assigned educational sanctions that are proportional to the violation such as, but not limited to: reflective/research papers, classes/seminars, community service, restitution, interviews, etc. If a registered student organization has any outstanding educational sanctions at the conclusion of organizational probation or organizational suspension, the organizational probation or organizational suspension will remain in effect pending completion of the educational sanctions.

(7) Appeal within the Registered Student Organization Review Process

- (a) A student organization found in violation as a result of a hearing may appeal the finding(s) and sanction(s) imposed. The appeal must be made in writing to the appellate officer (VP of SDES or designee) within ~~seventeen~~ (710) business days after the date the registered student organization was notified of the decision by the Director of ~~the OSCSCAI~~.
- (b) Registered student organizations may appeal the finding(s) and sanction(s) imposed on the basis of one or more of the following:
 - 1. Irregularities in fairness and stated procedures of the hearing that substantially affected the outcome of the hearing.
 - 2. Discovery of new and significant information that would be likely to change the outcome of the hearing and that was not known or could not reasonably have been discovered and/or presented at the time of the initial hearing.
 - 3. The sanction(s) are extraordinarily disproportionate to the violation(s).
- (c) On the appeal form, the registered student organization must state the reason(s) for appeal, the supporting facts, and the recommended solution. This is not a re-hearing of the conduct case. An appeal cannot be filed simply because a registered student organization is dissatisfied with the decision. Failure to describe the nature of the information in full detail in the appeal letter will result in the denial of an appeal.
- (d) The appellate officer shall first determine if sufficient grounds for appeal exist and then, if so, may either deny the appeal, thus sustaining the initial decision and sanction(s), or do one of the following:
 - 1. If the registered student organization alleges that the sanction was disproportionate to the violation(s) and the appellate officer finds the sanction to be disproportionate, the appellate officer may alter the sanction; or.
 - 2. If the registered student organization alleges that there was a defect in procedure or new information was presented which was sufficiently substantial to have affected the outcome and the appellate officer agrees, the appellate officer will order a new hearing.
- (e) The registered student organization shall receive a written decision to the appeal. There is no definitive timeline for receiving an appeal response. It depends on many factors including the complexity of the case and the information mentioned in the

appeal, as well as the appellate officer's appeal load at that particular time. Decisions of the VP of SDES or designee reflect final agency action.

- (f) Any decision by Appellate Officer to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
- (g) If the Appellate Officer upholds the original findings, the effective date of any disciplinary sanction(s) imposed will revert back to the date of the Director of ~~OSCS~~CAI's final decision letter.

(8) Community ReEngagement and Educational Development (CREED) Program

- (a) The Community ReEngagement and Educational Development (CREED) Program is designated for a student organization to have the opportunity to demonstrate that in the period following the conclusion of the Student Conduct Review Process, they have taken steps to become a productive and engaged organizational member of the UCF Community.
- (ab) Upon completion of one semester of the ~~e~~Organizational ~~p~~Probation or Organizational Deferred Suspension and upon completion of all educational sanctions/requirements, a registered student organization ~~has the opportunity to~~can request modification of their organizational ~~probation~~disciplinary status through the ~~Community ReEngagement and Educational Development (CREED)~~CREED Program.
 - 1. Registered student organizations that have been found in violation of a Organizational Rule of Conduct that required an investigation by the Office of Institutional Equity (OIE) are ineligible to apply for relief under the CREED program.
 - 2. Registered student organizations that have been found in violation of a rule of conduct that had a substantially negative impact on a person or group of people, as determined by SCAI, are ineligible to seek relief under the CREED program.
- (cb) Requests must be submitted to the Director of ~~the OSCAI~~ or designee via an online Student Organization CREED Program Submission form that can be found at <http://www.osc.sdes.ucf.edu>. ~~This request may only be submitted once a semester.~~
- (de) The CREED Program is designed for registered student organizations to have the opportunity to demonstrate that in the period following a violation of the Organizational Rules of Conduct, they have taken steps to become productive and

engaged members of the UCF community. Student organizations that simply fulfill the minimum requirements of their sanction(s) will not be eligible for the CREED Program.

- (d) ~~A CREED Program application should include information such as the following:~~
- ~~1. Reflection Essay~~
 - ~~2. Faculty/Staff/Advisor (Academic or Organization) Letter of Recommendation~~
 - ~~3. Community Service~~
 - ~~4. Fraternity and Sorority Life (FSL) Letter of Support (Greek Affiliated Student Organizations Only)~~
 - ~~5. Proof of Counseling/Assessment (If applicable)~~
- (e) Upon receipt of the CREED Program ~~packet~~form, the Director of ~~the OSC~~OSCAI or designee ~~will review to determine whether or not the registered student organization meets the criteria for review.~~ shall conduct a preliminary review to ensure that the registered student organization's request meets the necessary eligibility and application requirements. —If the Director of the OSC or designee agrees that the registered student organizations request meets any or all of the above mentioned criteria, the registered student organization will be contacted within fourteen (14) business days to schedule a “CREED review meeting” with a committee appointed by the Director of the OSC or designee, comprised of faculty, staff and student. The Director of SCAI or designee must communicate the finding of the preliminary review of the application as well as the date and time of the “CREED review meeting” that has been scheduled for a committee to conduct a review the registered student organization's application, if applicable. The organization has three (3) business days from when the Director of SCAI or designee sent their preliminary findings to request an alternate date and time for the “CREED review meeting.” s-
- (f) ~~Prior to this meeting, the committee will have reviewed the packet and will prepare 10-15 questions to be addressed, as well as provide the opportunity to further discuss why the applying organization disciplinary probation or suspension status should be altered or terminated. No alterations shall be made to include new or increased sanctions. Should the committee feel that further information and/or documentation is necessary in order to render a recommendation, the review may be temporarily recessed. A time frame of not more than two (2) weeks will be given to the~~

~~organization to produce requested information and/or documentation. Upon receipt of the requested information and/or documentation, the committee will reconvene the review with the organization.~~

- ~~(g) After the meeting, the committee will issue a recommendation to the Director of the OSC or designee. The Director of the OSC or designee will provide a decision to the registered student organization in writing within seven (7) business days of receiving the recommendation.~~
- ~~(h) If the request is denied by the Director of the OSC or designee the decision shall include a concise and explicit written statement that explains the basis for that decision.~~
- ~~(i) There is no appeal process for a Student Organization Disciplinary CREED Review meeting decision.~~
- (f) Prior to this meeting, the committee will have reviewed the packet and will prepare questions to be addressed, as well as provide the opportunity to further discuss why the registered student organization's organizational disciplinary status should be altered or terminated. No alterations shall be made to include new or increased sanctions. Should the committee feel that further information and/or documentation is necessary in order to render a recommendation, the review may be temporarily recessed. The registered student organization will be given ten (10) business days to produce the information and/or documentation the committee requested. Upon receipt of the requested information and/or documentation, the committee will reconvene the CREED review meeting with the registered student organization.
- (g) After the meeting, the committee will issue a recommendation to the Director of OSCAI or designee. The Director of SCAI or designee will provide a final decision to the registered student organization in writing within ten (10) business days of receiving the recommendation.
- (h) If the request is denied by the Director of SCAI or designee the decision shall include a concise and explicit written statement that explains the basis for that final decision.
- (i) There is no appeal process for a Registered Student Organization Disciplinary CREED Review meeting decision.

Authority: BOG Regulations 1.001 and 6.0105. History - New 10-16-09, Amended 9-3-13, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, _____-20.

Attachment I

UCF-5.015 Student Academic Behavior Standards

(1) The Office of Undergraduate Studies, College of Graduate Studies, Registrar's Office, and the Office of Student Rights and Responsibilities will review this regulation periodically.

(2) UCF is committed to a policy of honesty in academic affairs. Conduct that comprises a breach of this policy may result in academic action and/or disciplinary action. Academic action affects student assignments, examinations or grades. Disciplinary action could affect student enrollment status.

(3) Academic misconduct includes but is not limited to cheating, plagiarism, assisting another in cheating or plagiarism, and commercial use of academic materials. –Violations of academic misconduct at the undergraduate and graduate level are listed and defined in the Rules of Conduct (UCF-5.008)

(4) Alleged violations of the UCF Rules of Conduct (Academic Misconduct) shall be reported in writing to the Director of ~~the Office of~~ Student Conduct and Academic Integrity (OSC AI) or designee. When an instructor becomes aware of an alleged violation of academic misconduct ~~and before any action is taken~~, the instructor must document the alleged violation(s) through the Academic Misconduct Report Form (AMR), available at <http://osc.sdes.ucf.edu>. Upon receiving an alleged violation of academic misconduct, the Director of ~~the OSC SCAI~~ or designee may review relevant information and consult with relevant parties regarding the incident in question.

- (a) The Director of ~~the OSC SCAI~~ will refer all information warranting disciplinary action to ~~the OSC OSCAI~~. ~~The OSC SCAI~~ will send notification to the student indicating the nature of the activity in question and what university rules were allegedly violated.
- (b) Upon receipt of an AMR form ~~the OSC SCAI~~ has six months to charge a student with a violation of academic misconduct. ~~The OSC SCAI~~ may exercise discretion when applying the time provision to account for circumstances that warrant a waiver of the six month time limit from the date of discovery.
- (c) Students charged with alleged violations of academic misconduct will receive notice to attend a required preliminary conference with ~~the OSC SCAI~~ to discuss the charges. If the student fails to attend the conference, a hold will be placed on the student's record, preventing them from registering for future classes until the matter is resolved. Students who leave the university or withdraw from a class before a

disciplinary matter is resolved may be prohibited from future enrollment until the matter is resolved. The purpose of this meeting is to provide the student with~~will receive~~ information regarding the student conduct review process, including the student's rights during the process;~~;~~ an opportunity to inspect and/or review the information known at the time charges are prepared;~~;~~ and notice of how to contact the impartial advisor. At the conclusion of the meeting, ~~the OSCSCAI~~ will recommend an option for resolution of the academic misconduct charges. These options are case dismissal, informal hearing, or academic formal hearing

(5) Options for Resolution of Academic Misconduct

- (a) Case Dismissal: The Director of ~~the OSCSCAI~~ or designee may dismiss a case if: the reported case fails to have sufficient facts or information to substantiate the claim of academic misconduct; or the reported violation is not seen to warrant punitive disciplinary action; or the reported behavior reported as academic misconduct is not a violation of the Rules of Conduct. An informal conference may be held where the student may be instructed to complete an educational requirement to demonstrate what was learned from the reported behavior. Upon successful completion of the educational requirement, the reported incident will be dismissed.
- (b) Informal Hearing: At the discretion of ~~the OSCSCAI~~, violations found not to warrant a formal hearing may be referred to an informal hearing. At the informal hearing, the charged student has the opportunity to meet with an ~~an OSCSCAI~~ staff member or designee and accept responsibility for the charges of violation of academic misconduct. At the informal hearing level the matter will be settled by the following outcomes: punitive sanction (disciplinary warning, ~~or~~ disciplinary probation, or deferred disciplinary suspension) as well as educational sanctions (papers, seminars, community service, etc.). If the matter is not resolved informally, the case will be resolved through a formal hearing. The outcomes from an informal hearing process (decision of responsibility and recommended sanctions) are final and are not eligible for appeal.
- (c) Formal Hearings: If an alleged violation of academic misconduct is not dismissed or otherwise resolved, then ~~the OSCSCAI~~ shall present in writing formal charges to the student. The charged student's formal hearing shall be open only to the charged

student/co-charged students involved in the same incident, selected advisor, witnesses (when called upon), and a representative from ~~the OSCSCAI~~. Formal notification shall include:

1. The student's name and address.
 2. Date, time and location of the formal hearing.
 3. The rule(s) of conduct allegedly violated as known at the time formal charges were prepared.
 4. Names of potential witnesses known at the time formal charges were prepared.
 5. A description of any physical or written documentation known at the time charges were prepared.
- (d) Academic Integrity Formal Hearings: Students going through the Academic Integrity formal hearing process may elect an Administrative Academic Integrity Formal Hearing or a Panel Academic Integrity Formal Hearing.
1. Administrative Academic Integrity Formal Hearing
 - a. Administrative Academic Integrity formal hearings shall be conducted by one faculty member from the Student Conduct Board. The charged student shall be informed of the hearing officer assigned to the case and shall have the opportunity to challenge the impartiality of the individual within three (3) business days of notification. The student shall state in writing the basis for such challenge. A hearing officer so challenged will be excused; however, indiscriminate challenges shall not be permitted. In the event that a student has opted not to challenge the impartiality of a hearing officer prior to the allotted three (3) business days, the assigned hearing officer shall remain as scheduled.
 - b. At hearings conducted by an administrative hearing officer, ~~an~~ ~~OSCSCAI~~ staff member shall act as an advisor to the administrative hearing officer. The Director of ~~the OSCSCAI~~ or designee shall receive the administrative hearing officer's proposed finding(s) as to "in violation" or "not in violation" of the Rules of Conduct, and consider any punitive and or educational sanctions proposed by the administrative hearing officer.

- c. The Director of ~~the OSCSCAI~~ or designee may accept the proposed finding(s) of “in violation” or “not in violation” or remand the case for rehearing. If the Director of ~~the OSCSCAI~~ or designee accepts the proposed finding(s) of “in violation,” they may approve, mitigate or increase the sanctions proposed by the administrative hearing officer.
- d. Any decision by the Director of ~~the OSCSCAI~~ or designee to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

2. Academic Integrity Panel Hearings.

- a. A panel to consider an individual case shall be randomly selected by ~~the OSCSCAI~~ from the Student Conduct Board and shall consist of at least one (1) faculty member, one (1) additional faculty or administrative staff member, and two (2) student members. One panel member shall be selected by ~~the OSCSCAI~~ to chair the hearing and report the finding(s) and recommended sanctions, if any, to the Director of ~~the OSCSCAI~~ or designee.
- b. For panel hearings, an ~~OSCSCAI~~ staff member shall act as an advisor to the panel. The Director of ~~the OSCSCAI~~ or designee shall receive the panel’s proposed finding(s) as to “in violation” or “not in violation” of the Rules of Conduct, and consider any punitive or educational sanctions proposed by the panel.
- c. The Director of ~~the OSCSCAI~~ or designee may accept the proposed finding(s) of “in violation” or “not in violation” or remand the case for rehearing. If the Director of ~~the OSCSCAI~~ or designee accepts the proposed finding(s) of “in violation,” they may approve, mitigate or increase the sanctions proposed by the panel.
- d. Any decision by the Director of ~~the OSCSCAI~~ or designee to alter proposed sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

(e) Following the Academic Integrity Formal Hearing:

1. Undergraduate students found “in violation” will be prescribed punitive and educational conduct sanctions appropriate to the findings and recommendations. ~~The OSCSCAI~~ will report the outcome from the academic integrity hearing back to the instructor of record and department chair. In consultation with the college dean or designee, the instructor and the department chair will determine if further course or academic action should be imposed. If the undergraduate program recommends further course or program action, the undergraduate program must notify ~~the OSCSCAI~~ and Academic Services. Final results of the academic integrity hearing and/or course or program action must be made available to the student in writing within ~~fourteen~~ (14)fifteen (15) business days following the date of the hearing.
2. Undergraduate students found “not in violation” will be notified within ~~fourteen~~ (14)fifteen (15) business days. ~~The OSCSCAI~~ will report the findings back to the instructor, department chair, and college dean or designee. Students may have proposed course or academic action removed and the instructor may determine a new grade since no violation was found.
3. For graduate students found “in violation”, ~~the OSCSCAI~~ notifies the instructor, Associate Dean of Graduate Studies, and the Dean or designee of the Academic College in which the graduate student resides. The college dean or designee will in turn notify the graduate program that a student is in violation and ask if the program wishes to invoke any program-level academic action(s). The student’s graduate program will determine if program action is necessary. If deemed necessary, recommendation of program action will be made using the *Probation/Dismissal Form* and/or *Conditional Retention Plan*. This information will be forwarded to the College of Graduate Studies. ~~The OSCSCAI~~ will be notified if the graduate program recommends additional program action. The results of any hearing and/or program action should be available for the student within ~~fourteen~~ (14)fifteen (15) business days.
4. For graduate students found “not in violation” of academic misconduct, ~~OSCSCAI~~ notifies the instructor, Associate Dean of Graduate Studies and the Dean or designee of the Academic College in which the graduate student

resides. The graduate student may have their proposed course or program action removed and the instructor may determine a new grade since no violation was found.

(f) Appeals:

1. Undergraduate or graduate students found “in violation” as the result of an academic integrity formal hearing may appeal the finding(s) and sanction(s) imposed by the Director of ~~the OSCSCAI~~. The appeal must be made in writing to the appellate officer (Provost or designee) within ~~seven (7)~~ten (10) business days after the date the student was notified of the decision by the Director of ~~the OSCSCAI~~. Students may appeal the finding and sanction(s) imposed on the basis of one or more of the following:
 - a. Irregularities in fairness and stated procedures of the hearing that could have affected the outcome of the hearing.
 - b. Discovery of new and significant information that could have affected the outcome of the hearing and which was not known or could not reasonably have been discovered and/or presented at the time of the hearing.
 - c. The sanction(s) are extraordinarily disproportionate to the violation(s).
2. Any decision by an appellate officer to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.
3. The appellate officer should issue a written decision to the student’s appeal within twenty (20) business days of receipt of the appeal. Should the appellate officer require additional time for review beyond the 20 business days, the appellate officer will notify the charged student in writing of the need for additional time. Decisions of the Provost or designee reflect final agency action.
4. Any decision by the Provost or designee to alter sanctions or return a case shall be accompanied by a concise and explicit written statement that explains the basis for that decision.

5. Undergraduate students may appeal program sanctions provided by the student's undergraduate program, per UCF-5.016. Graduate Students may appeal program sanctions provided by the student's graduate program, per UCF-5.017. Students found "in violation" for academic misconduct are not eligible for academic appeal regarding the final grade issued by the course of the reported violation.

(6) Z Designation for Undergraduate Student Academic Misconduct

- (a) A Z designation denotes a student was found "in violation" of academic misconduct while enrolled in a course. A Z designation does not affect a student's grade point average.
- (b) Z designations will remain on a student's transcript if:
 1. The student is found "in violation" of academic misconduct and the punitive sanction is disciplinary suspension for one or more semesters, disciplinary dismissal, or expulsion; or
 2. The student is found "in violation" of academic misconduct twice during their UCF academic career.
 - a. The punitive sanction received in either academic misconduct case has no bearing on the Z designation being permanently placed on the student's transcript.
 - b. A Z designation will be placed in association with both courses in which the student was found "in violation" of academic misconduct.
- (c) If a student is found "in violation" of academic misconduct a Z designation will be placed on their transcript in association with the final course letter grade recorded (ex. ZA, ZB, ZC, ZD, ZF).
- (d) A Z designation will be denoted on the student's transcript as a ZW if a student withdrew from the course prior to the conclusion of the conduct process and was subsequently found "in violation" of academic misconduct.
- (e) ~~OSCS~~CAI will communicate with the Registrar's Office to have Z designations placed on student's transcript following the conclusion of the Conduct Review Process.

- (f) Students have the opportunity to improve the letter grade recorded in association with a course in which they were found “in violation” of academic misconduct through the use of grade forgiveness. The Z designation however will still remain on the student’s transcript.
- (g) A student can attempt to have a Z designation permanently removed through participating in the Community ReEngagement and Educational Development (CREED) Program.
- (h) A Z designation will remove a student from consideration for academic awards and honors (e.g. President’s List and Dean’s List) for the academic semester in which the violation occurred.

Authority: BOG Regulation 1.001. History – Formerly 6C7-5.0042, Amended 8-10-09, 9-4-12, 10-29-15, 7-28-16, 7-20-17, 1-18-18, 7-19-18, 7-18-19, _____-20.

ITEM: GOV-6

**UCF BOARD OF TRUSTEES
Governance Committee
June 18, 2020**

Title: UCF Board of Trustees Conflict of Interest Statement and Disclosure Form

Background:

The Association of Governing Board (AGB) May 15, 2019 Report provided recommendations to reform overall governance of the UCF Board of Trustees. One recommendation was that the governance committee should assume responsibility for conflict of interest oversight. Accordingly, the Governance Committee Charter is being revised to specifically address this oversight responsibility. Additionally, this proposed update of the Board's Conflict of Interest Statement and Disclosure Form conforms to recommendations of the Florida Commission on Ethics.

The Board's Conflict of Interest Statement and Disclosure Form has been reviewed by the General Counsel and the Assistant Vice President for Compliance and Ethics, and counsel for the Florida Commission on Ethics for compliance with the Code of Ethics for Public Officers and Employees.

This recommendation was included in UCF's Post Investigation Action Plan as an item to be vetted through the Governance Committee. The revised Conflict of Interest Statement and Disclosure Form are attached for review and recommended adoption.

Issues to be Considered:

Whether the proposed Conflict of Interest Statement and Disclosure Form reflect the AGB report recommendations in meeting best practice standards and guidelines for compelling benefit.

How the committee plans to ensure conflict screening and oversight.

Alternatives to Decision:

Make suggested edits or recommendations to the proposed COI statement and/ or disclosure form.
Decline to adopt the changes at this time.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Recommend adoption of the revised Board Conflict of Interest Statement and Disclosure Form.

Authority for Board of Trustees Action:

University of Central Florida Board of Trustees Eighth Amended and Restated Bylaws, Section 8.1,
Conflict of Interest Policy
Code of Ethics for Public Officers and Employees, Section 112-311-112-326, Florida Statutes

Contract Reviewed/Approved by General Counsel:

N/A

Committee Chair or Chair of the Board approval:

Chair Yeargin has approved adding this item to the agenda.

Submitted by:

Scott Cole, Vice President and General Counsel

Supporting Documentation:

Attachment A: Conflict of Interest Statement and Disclosure Form

Facilitators/Presenters:

Janet Owen, Vice President for Government Relations

Christina Serra, Assistant Vice President for Compliance and Ethics

Attachment A

**University of Central Florida
Board of Trustees
Conflict of Interest Statement & Disclosure Form**

Introduction

Section 8 of Article II of the Constitution of the State of Florida states: “A public office is a public trust.” As the governing board for the University of Central Florida, members of the UCF Board of Trustees serve the public trust. UCF Trustees are therefore expected to make decisions that are grounded in advancing the best interests of the public institution and the public good.

University trustees are generally involved in the affairs of other institutions and organizations. However, it is prescribed by law in the State of Florida that no public officer have any interest, financial or otherwise, direct or indirect; engage in any business transaction or professional activity; or incur any obligation of any nature which is in substantial conflict with the proper discharge of his or her duties in the public interest.

This Conflict of Interest Statement incorporates relevant provisions of the Florida Constitution and the Florida Statutes addressing standards of ethical conduct for public officers and is applicable to each member of the UCF Board of Trustees.

Definitions

For the purpose of this Conflict of Interest Statement and Disclosure Form, the following definitions apply:

- A “conflict of interest” arises in situations in which regard for private interest tends to lead to the disregard of a public duty or interest.
- A “business entity” is any corporation, partnership, limited partnership, company, limited liability company, proprietorship, firm, enterprise, franchise, association, self-employed individual, or trust, whether fictitiously named or not, doing business in this state.
- A “business relationship” is a relationship in which a Trustee or a Trustee's spouse or child serves as an officer, director, or proprietor of, or has a material interest in an organization that does business with the University of Central Florida.
- A “material interest” is a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity.

Code of Ethics for Public Officers and Employees

As public officers, Trustees have the responsibility to comply with the applicable provisions of the Code of Ethics for Public Officers and Employees contained in Chapter 112, Part III, Florida Statutes, relevant parts of which are included below.

SOLICITATION OR ACCEPTANCE OF GIFTS. Trustees may not solicit or accept anything of value, such as a gift, loan, reward, promise of future employment, favor, or service that is based upon any understanding that their vote, official action, or judgment will be influenced by such gift. Additionally, a Trustee is prohibited from soliciting a gift from a vendor doing business with the

university, a political committee, or a lobbyist who has lobbied the Trustee or the university within the past 12 months, or partner, firm, employer, or principal of the lobbyist.

DOING BUSINESS WITH ONE'S AGENCY. Trustees acting in their official capacity are prohibited from directly or indirectly purchasing, renting, or leasing any realty, goods, or services for the university from a business entity in which the Trustees or their spouses or children serve as an officer, partner, director, or proprietor or, have a material interest. Trustees, acting in their private capacity, are also prohibited from renting, leasing, or selling any realty, goods, or services to the university.

UNAUTHORIZED COMPENSATION. Trustees, their spouses, and minor children may not accept any compensation, payment, or thing of value when they know, or should know, that it was given to influence a vote or other official action.

MISUSE OF PUBLIC POSITION. Trustees may not corruptly use or attempt to use their official position or any property or resource that is within their trust, or perform their official duties, to secure a special privilege, benefit, or exemption for themselves or others.

CONFLICTING EMPLOYMENT OR CONTRACTUAL RELATIONSHIP. Trustees may not work for or contract with a business entity or agency regulated by or doing business with the university, subject to limited exceptions set forth in Florida Statutes. Trustees also may not work for or have a contractual relationship which will impede the full and faithful discharge of their public duties. Trustees may not create a continuing or frequently recurring conflict between their private interests and the performance of their public duties.

DISCLOSURE OR USE OF CERTAIN INFORMATION. Trustees (including former Trustees) may not disclose or use information not available to the general public and obtained by reason of their position for their personal benefit or for the personal benefit of any other person or business entity.

SOLICITATION OR ACCEPTANCE OF HONORARIA. Trustees are prohibited from soliciting honoraria related to their public office or duties as a Trustee for the university. Trustees are prohibited from accepting an honorarium from a political committee, a vendor doing business with the university, a lobbyist who has lobbied the university within the past 12 months, or the employer, principal, partner, or firm of such a lobbyist.

BOARDS OF TRUSTEES. No citizen member of a board of Trustees of a local constituent university, shall have or hold any employment or contractual relationship as a legislative lobbyist requiring annual registration and reporting pursuant to s. 11.045.

Accordingly, UCF Trustees have a continuing obligation to be familiar with Florida law regarding ethics and conflicts of interest, and to disclose to the Board Chair any personal, familial, or business relationships that might reasonably give rise to a conflict involving the university.

Conflict of Interest Disclosure

Trustees must annually acknowledge by execution of the attached Conflict of Interest Disclosure Form that they are in compliance with the letter and spirit of the University of Central Florida Board of Trustees' Conflict of Interest Statement and applicable laws.

Disclosure Requirements

On the Conflict of Interest Disclosure Form, Trustees annually report those relationships which they or members of their family maintain with organizations that do business with the University of Central Florida, or which could be construed to affect their independent, unbiased judgement in light of their decision-making authority and responsibility.

If a Trustee is uncertain of whether a particular relationship should be listed, the Board Chair and the University General Counsel should be consulted.

Voting

While Trustees are required to disclose all potential conflicts of interest as described above, Trustees are required to vote on all matters before the Board unless there is or appears to be a voting conflict of interest *as prescribed by law*. In the event of such voting conflict of interest, Trustees are not permitted to vote. In all other matters in which a conflict of interest is or may be present, Trustees will vote and the conflict will be disclosed at the meeting during which the matter involving the conflict of interest is being considered.

Such disclosure, indicating the nature of the conflict, must be made in a written memorandum filed with the person responsible for recording the minutes of the meeting, prior to the meeting in which consideration of the matter will take place, and must be incorporated into the minutes. Any such memorandum will become a public record upon filing, and will be immediately provided to the other members of the Board, and will be read publicly at the next meeting held subsequent to the filing of the memorandum.

**UNIVERSITY OF CENTRAL FLORIDA
BOARD OF TRUSTEES
CONFLICT OF INTEREST DISCLOSURE FORM**

This Conflict of Interest Disclosure Form is intended to protect you, the Board and the University of Central Florida by affording the university ample opportunity to anticipate any potential conflicts, and assure that all Board decisions are above reproach.

Personal, Familial or Business Relationships

- Do you have an existing or potential financial or other interest that impairs or might reasonably appear to impair your independent, unbiased judgment in the discharge of your duties as a member of the Board of Trustees of the University of Central Florida?
NO _____ YES _____ If yes, please describe:

Please list any business entity that does business with or that may do business with the university AND either (a) that employs you or (b) with which you have a contractual relationship: _____

- Does any member of your family have an existing or potential financial or other interest that impairs or might reasonably appear to impair your independent, unbiased judgment in the discharge of your duties as a member of the Board of Trustees of the University of Central Florida? For purposes of this question, a family member is defined as a spouse, a parent, a child, a sibling, and any other individual residing in your household.
NO _____ YES _____ If yes, please describe:

Please list any business entity that sells, rents or leases any realty, goods or services to the university AND in which either (a) you (or your spouse or child) serves as an officer, partner, director or proprietor or (b) you or your spouse or child, or any combination of them, has a material interest. For purposes of this item, a “material interest” is a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity:

Outside Employment or Service

- Does any organization (in which you are or any member of your family is an officer, director, employee, member, partner, trustee, or controlling stockholder) have an existing or potential financial or other interest that impairs or might reasonably appear to impair your independent, unbiased judgment in the discharge of your duties as a member of the Board of Trustees of the University of Central Florida? For purposes of this question, a family member is defined as a spouse, a parent, a child, a sibling, and any other individual residing in your household.

NO _____ YES _____ If yes, please describe in an attachment.

Any Other Potential Issues or Conflicts

- To allow the Board and the university to monitor and promptly address any potential conflicts, please identify below any relationships, financial or personal, that may constitute conflicts or potential conflicts of interest;

OR

_____ As of today's date, I have no financial, professional, or personal relationships that reasonably hold the potential for a conflict of interest involving my service as a University of Central Florida Trustee.

I am familiar with the UCF Board of Trustees Code of Ethics Policy as set forth in Article VIII of the Bylaws of the UCF Board of Trustees and pursuant to which this Disclosure Form is completed and signed. I have disclosed all potential conflicts of interest of which I am aware, and I agree to promptly file a further Conflict of Interest Disclosure Form if any new or additional matters subject to disclosure arise before my next annual Disclosure Form is due.

Signature

Date

Please email, FAX, or mail this completed and signed form to the Office of Board Relations, boardoffice@ucf.edu; University of Central Florida, 4365 Andromenda Loop North, Millican Hall 326, Orlando, Florida 32816; FAX: (407) 823-2264.

ITEM: GOV-7

UCF BOARD OF TRUSTEES
June 18, 2020

Title: Statement on Board Self-Assessment

Background:

The AGB May 15, 2019 Report provided several recommendations to reform governance of the UCF Board of Trustees. The report recommends developing a self-assessment process tied to an annual Board retreat where strategic topics are discussed, including an assessment of the Board's overall performance.

Additionally, Section 4 of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Principles of Accreditation requires governing boards to define and regularly evaluate their responsibilities and expectations as a Board.

The attached Statement on Board Self-Assessment provides a framework and timeline for administering a self-assessment survey, sharing the results, and implementing action items based on the Board's direction. This process will commence in the fall, beginning with the Governance Committee's discussion and approval of an electronic survey to be administered prior to the Board's spring retreat.

The Governance Committee charter will be updated to reflect the committee's role in leading a biannual, comprehensive, Board self-assessment process.

Issues to be Considered:

Whether the proposed Statement on Board Self-Assessment reflects the AGB report recommendations for best practice standards for assessing Board performance of a public higher education governing board.

If the Statement on Board Self-Assessment reflects the [SACSCOC principles for governing boards](#) as outlined in Section 4 of the Resource Manual for the Principles of Accreditation (pages 29-30).

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Recommend approval of the Statement on Board Self-Assessment.

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 Bill Yeargin has approved adding this item to the agenda.

Submitted by:

Scott Cole, Vice President and General Counsel

Karen Monteleone, Assistant Vice President for Board Relations

Supporting Documentation:

Attachment A: Statement on Board Self-Assessment

Facilitators/Presenters:

Scott Cole

Karen Monteleone

Attachment A



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees Statement on Board Self-Assessment

This Statement on Board Self-Assessment provides a framework and timeline for administering a Board self-assessment survey, sharing the results, and implementing action items based on the Board's direction.

Purpose

According to the Association of Governing Boards (AGB), a high-functioning board is composed of members who make service to the institution and its effectiveness in fulfilling its public mission their top priority. Willingness to engage in a regular Board self-assessment is a sign of commitment to this fiduciary standard.

Additionally, Section 4 of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Principles of Accreditation requires governing boards to define and regularly evaluate their responsibilities and expectations as a Board.

Timeline and Presentation of Results

Led by the Governance Committee, every two years the Board will engage in a comprehensive, Board self-assessment process. This process will commence in the fall, beginning with a discussion and approval of an electronic survey to be administered prior to the Board's spring retreat. The Board Office, in consultation with the president and Board chair, will administer the electronic survey and collect the results. The results will be distributed to the Board and president prior to the Board's spring retreat.

Implementation of Action Items

The Board Office, in coordination with the president and Board chair, will be responsible for the coordination and assurance that implementation of action items determined as an outcome of the assessment process are executed and tracked for appropriate follow-up.

The UCF Board of Trustees is committed to practicing good governance and hereby accepts this statement as part of its role as a public higher education governing board.

ITEM: GOV-8

UCF BOARD OF TRUSTEES
June 18, 2020

Title: Governance Committee Charter Amendments

Background:

The May 15, 2019 report from AGB recommended that the Governance Committee should assume responsibility for structuring a process of board and trustee assessment and conflict of interest oversight. These functions are not currently outlined in the existing Governance Committee charter.

Issues to be Considered:

Amend the Governance Committee charter to outline the committee's responsibility to lead a board self-assessment process and have conflict of interest oversight.

Alternatives to Decision:

Decline the proposed amendments to the charter or make alternative recommendations.

Fiscal Impact and Source of Funding:

N/A

Recommended Action:

Approve the proposed amendments to the Governance Committee Charter.

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 approved adding this item to the agenda.

Submitted by:

Scott Cole, Vice President and General Counsel

Supporting Documentation:

Attachment A: Fifth Amended and Restated UCF Governance Committee Charter (redline)

Attachment B: Fifth Amended and Restated UCF Governance Committee Charter (clean copy)

Facilitators/Presenters:

Scott Cole

Attachment A

~~Fifth~~^{Fourth} Amended and Restated UCF Governance Committee Charter

1. Overall Purpose and Objectives

The Governance Committee is appointed by the University of Central Florida Board of Trustees with the responsibility to:

- 1.1 propose for consideration by the full board a process by which presidents of the University of Central Florida would be selected
- 1.2 nominate a chair and vice chair of the University of Central Florida Board of Trustees for consideration by the full board
- 1.3 recommend candidates for designation as Trustee Emeritus for consideration by the full board
- 1.4 recommend candidates for designation as Honorary Doctor for consideration by the full board
- 1.5 review annually and recommend changes as necessary to the Board Bylaws.
- ~~1.6 review the self-assessment that each committee performs~~
- 1.6 lead a biannual, comprehensive Board self-assessment process
- 1.7 review and provide recommendations to the Board regarding Board member education, including new member orientation and regularly scheduled board member training
- 1.8 inform members of corporate governance “best practices” and make recommendations to the Board and its committees
- 1.9 review and recommend to the Board the number and structure of committees
- 1.10 review and make recommendations regarding delegation of authority to the President
- 1.11 review and make recommendations regarding amendments to the bylaws of direct support organizations
- 1.12 review and approve university regulations
- 1.13 review and recommend changes as necessary to the Board’s conflict of interest statement and disclosure form.

- 1.1~~43~~ fulfill any other responsibilities as subsequently may be assigned by the University of Central Florida Board of Trustees and/or the board chair.

2. Authority

The board authorizes the committee to:

- 2.1 perform activities within the scope of its charter
- 2.2 engage advisors 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.

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.
- 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 two times per year.
- 3.6 The committee will maintain written minutes of its meetings.
- 3.7 The committee may request special reports from members of the university or Direct Support Organization management personnel on topics that may enhance its understanding of their activities and operations as it relates to the committee's mission.

4. Governance

The committee will review the committee charter annually and discuss any required changes with the board to ensure that the charter is approved or reapproved by the board annually.

Approved by the UCF Board of Trustees on June 18, 2020.~~November 14, 2019.~~

Attachment B

Fifth Amended and Restated UCF Governance Committee Charter

1. Overall Purpose and Objectives

The Governance Committee is appointed by the University of Central Florida Board of Trustees with the responsibility to:

- 1.1 propose for consideration by the full board a process by which presidents of the University of Central Florida would be selected
- 1.2 nominate a chair and vice chair of the University of Central Florida Board of Trustees for consideration by the full board
- 1.3 recommend candidates for designation as Trustee Emeritus for consideration by the full board
- 1.4 recommend candidates for designation as Honorary Doctor for consideration by the full board
- 1.5 review annually and recommend changes as necessary to the Board Bylaws
- 1.6 lead a biannual, comprehensive Board self-assessment process
- 1.7 review and provide recommendations to the Board regarding Board member education, including new member orientation and regularly scheduled board member training
- 1.8 inform members of corporate governance “best practices” and make recommendations to the Board and its committees
- 1.9 review and recommend to the Board the number and structure of committees
- 1.10 review and make recommendations regarding delegation of authority to the President
- 1.11 review and make recommendations regarding amendments to the bylaws of direct support organizations
- 1.12 review and approve university regulations
- 1.13 review and recommend changes as necessary to the Board’s conflict of interest statement and disclosure form.

- 1.14 fulfill any other responsibilities as subsequently may be assigned by the University of Central Florida Board of Trustees and/or the board chair.

2. Authority

The board authorizes the committee to:

- 2.1 perform activities within the scope of its charter
- 2.2 engage advisors 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.

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.
- 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 two times per year.
- 3.6 The committee will maintain written minutes of its meetings.
- 3.7 The committee may request special reports from members of the university or Direct Support Organization management personnel on topics that may enhance its understanding of their activities and operations as it relates to the committee's mission.

4. Governance

The committee will review the committee charter annually and discuss any required changes with the board to ensure that the charter is approved or reapproved by the board annually.

Approved by the UCF Board of Trustees on June 18, 2020.

ITEM: BOT-2

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Enterprise ERP Upgrade

Background:

At the May 21, 2020, Board of Trustees retreat, a business case for implementing a new ERP system was presented. The primary benefits are to provide increased financial transparency and more accurate and timely reporting; to upgrade outdated, disparate, and duplicative systems; and to move away from paper and other inefficient processes. Trustees requested information as to costs, benefits, and timelines of pursuing implementation.

Issues to be Considered:

Procurement and implementation costs, timelines, and sources of funds for the phases of the ERP system upgrade.

Alternatives to Decision:

Approve a different timeline.

Fiscal Impact and Source of Funding:

Pledge \$50 million on the FY21 Carryforward plan

Recommended Action:

Approval to proceed with procuring an ERP system and implementation partner and add the project to the Carryforward List for FY21.

Authority for Board of Trustees Action:

Board of Governors Regulation 9.007, State University Operating Budgets and Requests

Board of Trustees Delegation of Authority to the President

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:

Mike Sink, Associate Vice President and Deputy Chief Information Officer

Joseph Trubacz, Interim Vice President and Chief Financial Officer

Supporting Documentation:

Attachment A: Emerging Issues: ERP

Facilitators/Presenters:

Mike Sink, Associate Vice President and Deputy Chief Information Officer

Joseph Trubacz, Interim Vice President and Chief Financial Officer

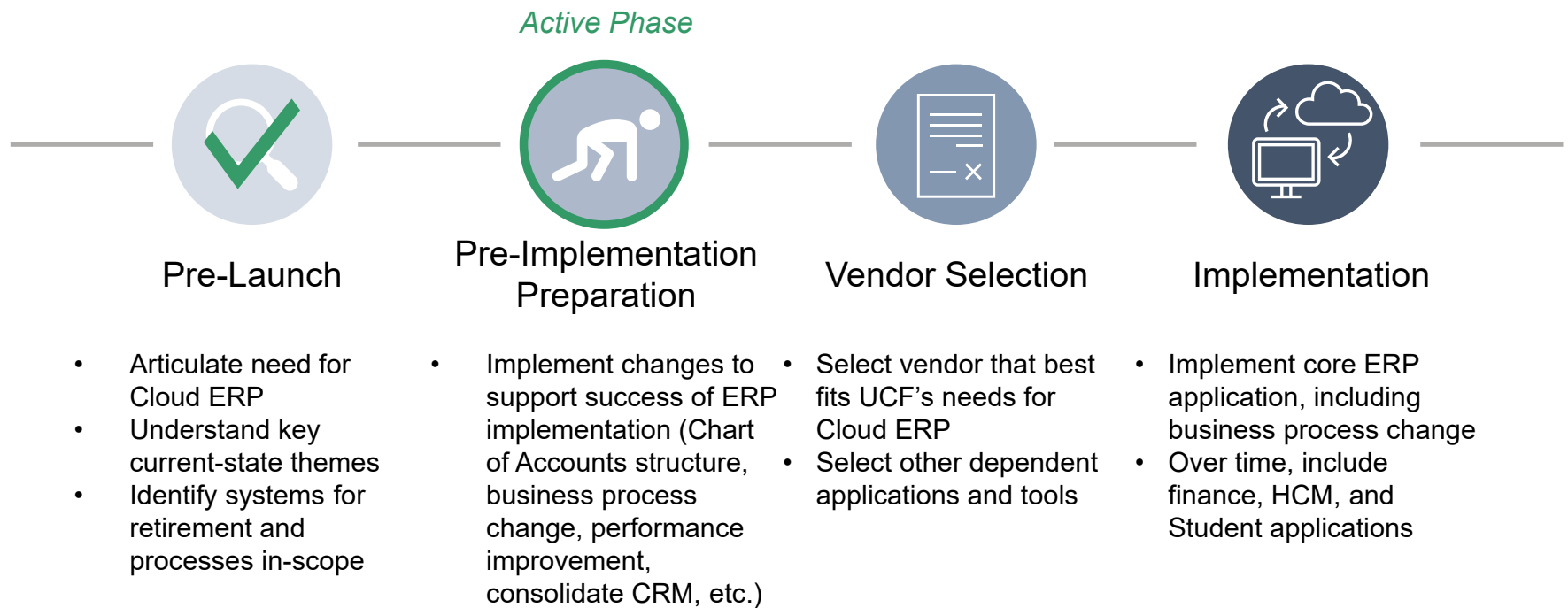
Attachment A

Emerging Issues: ERP

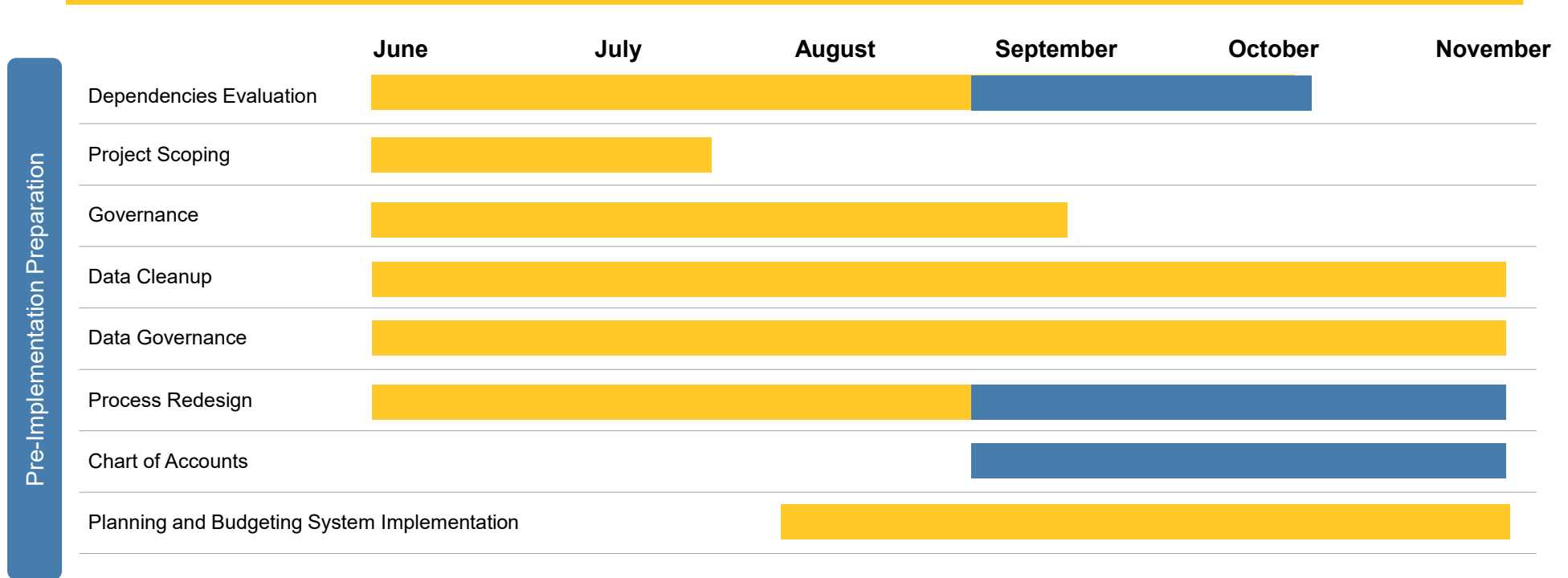
Board of Trustees – June 18, 2020



ERP Progression



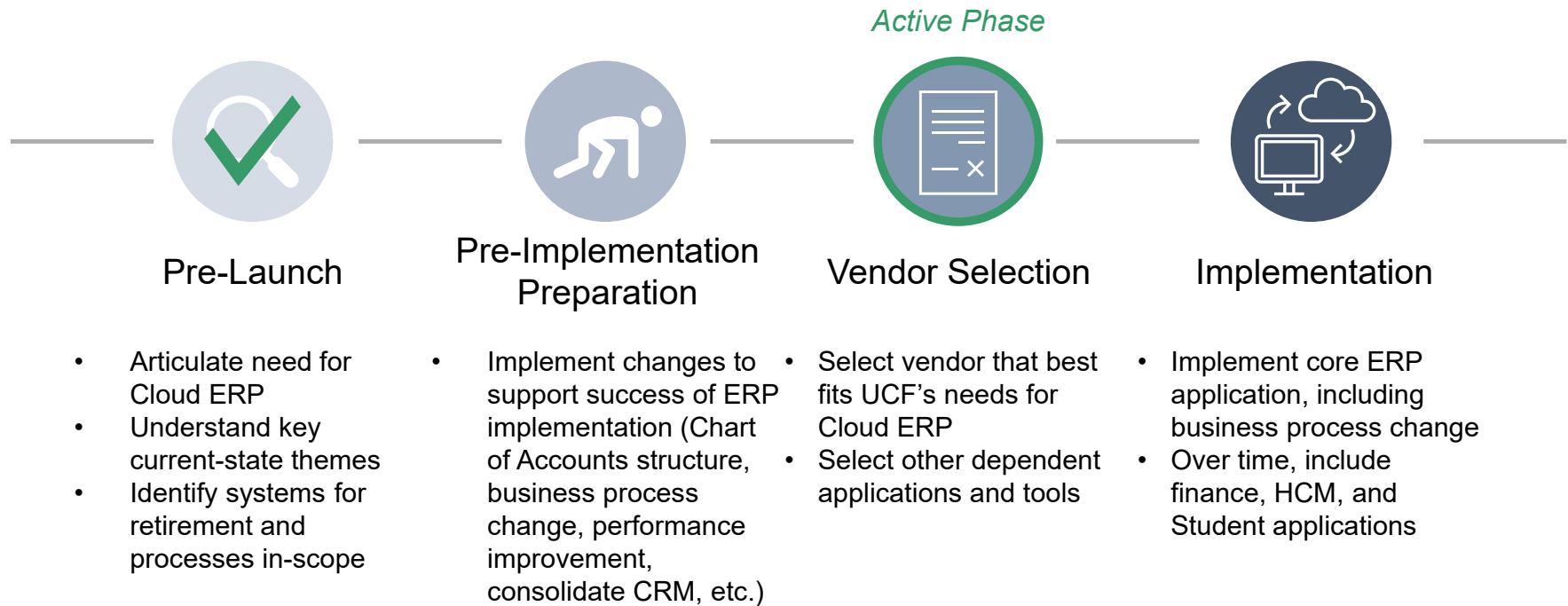
Pre-Implementation Preparation



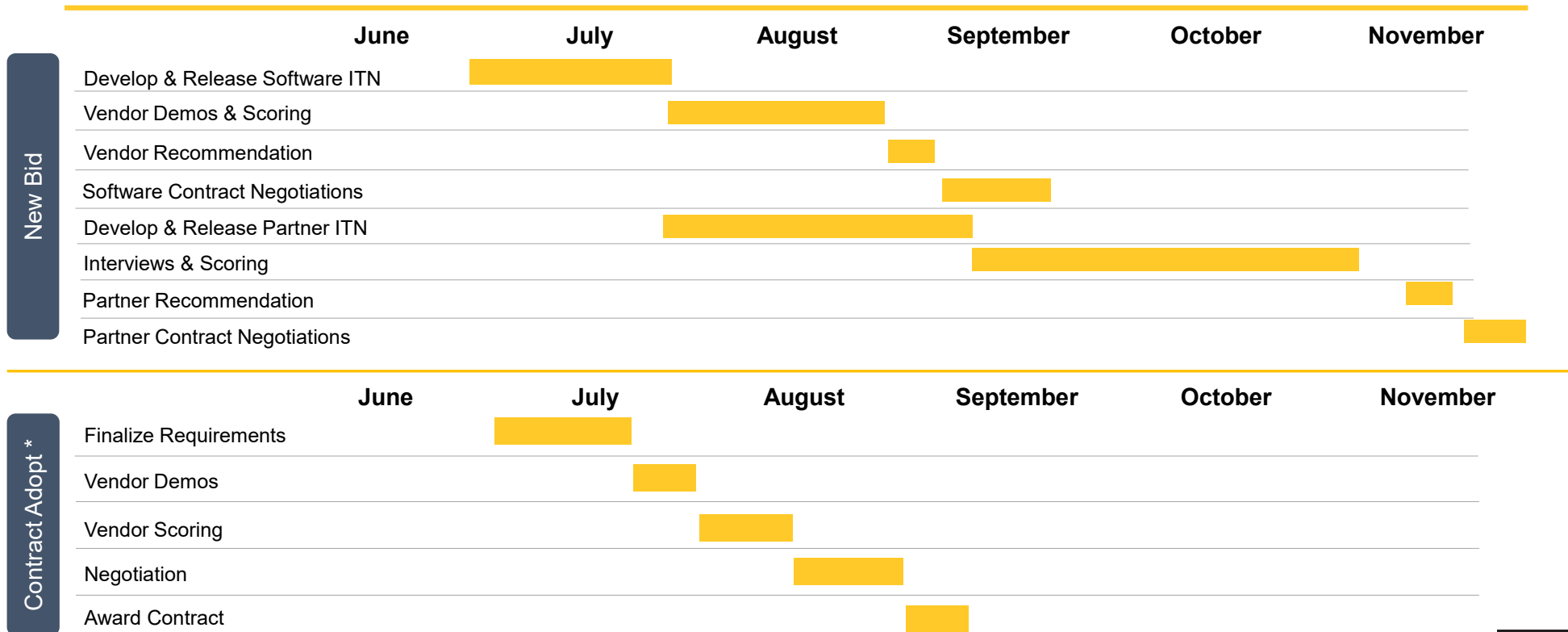
Vendor Agnostic Vendor Dependent



ERP Progression















Vendor Selection – Contract Options



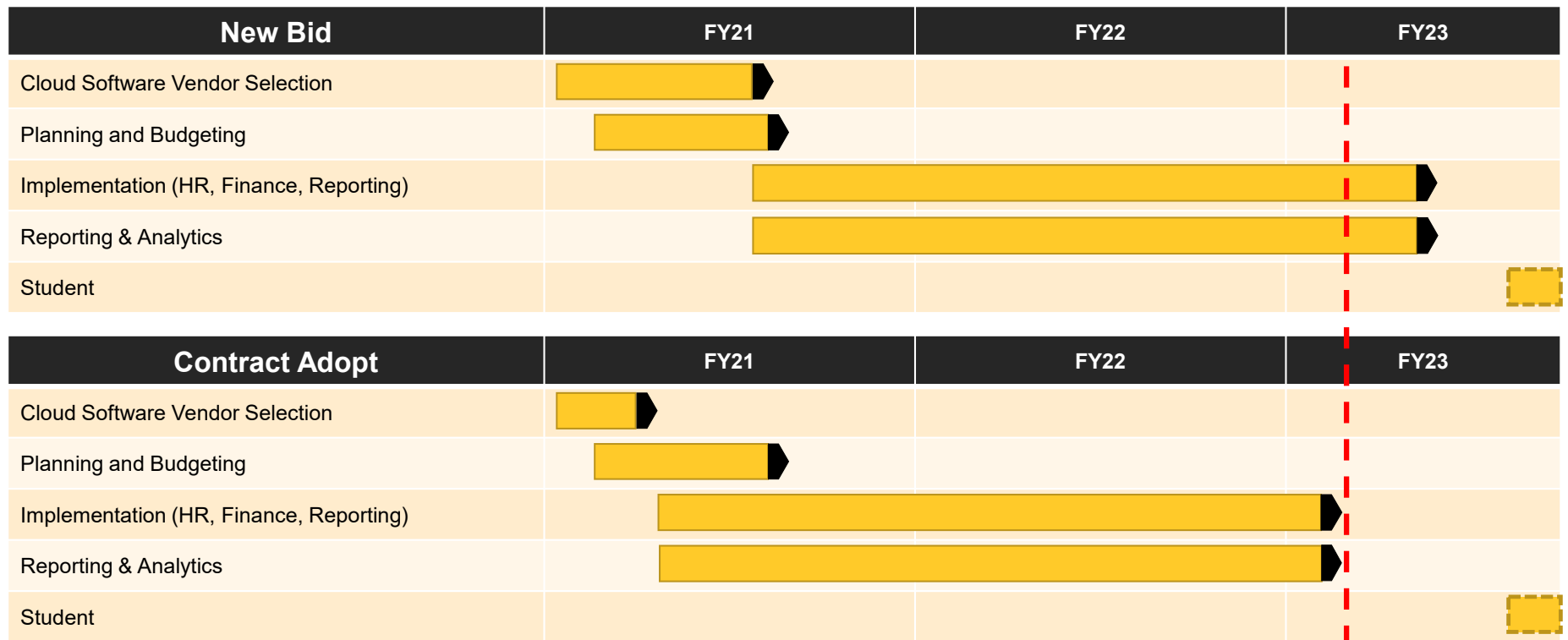
* UCF Regulation 7.130 exempts from the competitive solicitation requirement purchases from competitively bid Contracts and Negotiated Annual Price Agreements established by the State or other governmental entities, other public or private educational institutions, and any purchasing cooperative or consortium.



Implementation: 18-month (\$70M-\$75M)

New Bid	FY21	FY22	FY23
Cloud Software Vendor Selection			
Planning and Budgeting			
Implementation (HR, Finance, Reporting)			
Reporting & Analytics			
Student			
Contract Adopt	FY21	FY22	FY23
Cloud Software Vendor Selection			
Planning and Budgeting			
Implementation (HR, Finance, Reporting)			
Reporting & Analytics			
Student			

Implementation: 24-month (\$65M-\$70M)



Requested Action



PLEDGE \$50M IN
CARRYFORWARD



CONFIRM 24-MONTH
PLAN

Discussion



ITEM: INFO - 4

UCF BOARD OF TRUSTEES

June 18, 2020

Title: Board of Trustees 2021 Meeting Dates

Background:

Section 7.1 of the Eighth Amended and Restated Bylaws of the University of Central Florida Board of Trustees states, in part, ‘There shall be not less than five (5) regular meetings a year as the Board may determine.’ The UCF Board of Trustees 2021 meeting dates are strategically aligned with projected university and Board of Governors timeframes for approval items.

Tentative teleconference meetings are scheduled if a meeting of the full Board is necessary to address urgent or emergent Board business in the months the Board does not have a regularly scheduled meeting.

Board of Trustees Retreats are also scheduled for the fall and spring, which aligns with a Post Investigation Action Plan recommendation.

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:

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: Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: UCF Board of Trustees 2021 Meeting Dates

Facilitators/Presenters:

Karen Monteleone



Attachment A

UNIVERSITY OF CENTRAL FLORIDA

2021 Board of Trustees Meeting Dates

At the Chair's direction, we will be holding times on your calendars for one-hour conference calls in the months the board does not meet should it be needed for urgent or unexpected items that require board approval.

January 14, 2021	Board of Trustees Teleconference Meeting, 2 – 3 p.m.
February 18, 2021	Board of Trustees Meeting, 8:30 a.m. – 1:30 p.m.
March 18, 2021	Board of Trustees Teleconference Meeting, 2 – 3 p.m.
April 22, 2021	Board of Trustees Meeting, 8:30 a.m. – 1:30 p.m.
May 20, 2021	Board of Trustees Retreat, 8:30 a.m. – 4 p.m.
June 17, 2021	Board of Trustees Meeting, 8:30 a.m. – 1:30 p.m.
July 22, 2021	Board of Trustees Teleconference Meeting, 2 – 3 p.m.
August 19, 2021	Board of Trustees Meeting, 8:30 a.m. – 1:30 p.m.
September 16, 2021	Board of Trustees Teleconference Meeting, 2 – 3 p.m.
October 21, 2021	Board of Trustees Meeting, 8:30 a.m. – 1:30 p.m.
November 18, 2021	Board of Trustees Retreat, 8:30 a.m. – 4 p.m.
December 2, 2021	Board of Trustees Meeting, 8:30 a.m. – 1:30 p.m.

ITEM: **INFO-5**

UCF BOARD OF TRUSTEES

June 18, 2020

Title: UCF Global Emerging Issue Update

Background:

UCF Global and UCF functions as the primary international hub for students, faculty, and staff. Through strong partnership UCF Global is committed to increasing international mobility and enhancing the university's global competency. UCF Global provides a broad range of resources, services, and support to the university's international activities.

Trustee Gaekwad and J. Jeffrey Jones, Vice Provost, UCF Connect & UCF Global, will discuss key global initiatives, outcomes, challenges and opportunities; fiscal information; enrollment data and analysis.

Issues to be Considered:

Findings presented are for information 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 approved adding this item to the agenda.

Submitted by:

J. Jeffrey Jones, Ph.D., Vice Provost, UCF Connect & UCF Global

Supporting Documentation:

Attachment A: UCF Global Board of Trustees Overview

Facilitators/Presenters:

Trustee Danny Gaekwad

J. Jeffrey Jones

Attachment A

UCF Global Board of Trustees Overview

June 2020

Jaha Dukureh '18
United Nations Goodwill Ambassador



Team Introductions



Jeff Jones, Vice Provost, UCF Connect and UCF Global



Theodorea Berry, Vice Provost of Student Learning and Academic Success and Dean, College of Undergraduate Studies



Nataly Chandia, Associate Vice President, UCF Global



David Dumke, Director, Global Perspectives and International Initiatives



Jason Kennedy, Director, Finance, HR, and Employment and Taxation, UCF Connect and UCF Global



International Efforts



UCF GLOBAL

English Language Programs
International Partnerships
International Health & Safety
Immigration Compliance
Sustainability Initiatives



GLOBAL PERSPECTIVES INTERNATIONAL INITIATIVES

Center for the Study of Human Trafficking
and Modern Slavery

Academic programs in terrorism, diplomacy,
small countries and Middle Eastern studies

Support for other International Academic Centers in
partnership with the College of Sciences



STUDENT LEARNING & ACADEMIC SUCCESS (*Vice Provost Berry*)

UCF Abroad

Faculty Led Programs
Provider Programs
Student Exchange
Peace Corps



Transition – July 1, 2020

UCF Global Overview

STUDENT RECRUITMENT AND RETENTION

- Provides high impact international experiences
- Promotes commitment to excellence in partnership, innovation and services

PARTNERSHIPS

- Leads establishment of formal agreements with international partners
 - Provides protocol leadership and guidance
- Hosts the Canada and Eastern Europe Florida Linkage Institutes

ENGLISH LANGUAGE PROGRAMS

- Provides high-impact curriculum based on face-to-face and online instruction in core English language subject
 - Prepares students looking to join undergraduate and graduate programs

STUDENT AND SCHOLAR SERVICES

- Facilitates immigration compliance to welcome, support and empower international students and scholars

EMPLOYMENT AND TAXATION

- Assists with employment and taxation for all foreign nationals employed at UCF
- Processes work visas and permanent residency petitions

HEALTH AND SAFETY

- Monitors health and safety of students, faculty and staff traveling abroad
- Maximizes preparation and safety for those participating in international engagements

UCF Global Overview

BUDGET – FY 2019

\$1.45M

E&G ALLOCATION

\$321K

INTL STUDENT FEE

\$3.9M

AUXILIARY FUNDS

\$1.84M

E&G EXPENSES

\$3.5M

AUXILIARY EXPENSES

PERSONNEL

113

EMPLOYEES

40

FACULTY

73

SUPPORT
STAFF

STAFF LANGUAGES SPOKEN

Arabic

English

French

German

Gujurati

Haitian Creole

Italian

Mandarin

Papiamento

Portuguese

Spanish

Vietnamese



International Agreements



204

NUMBER OF ACTIVE
INTERNATIONAL AGREEMENTS



62

COUNTRIES WITH
ACTIVE AGREEMENTS

TYPES OF AGREEMENTS

Articulation
Dual Degree Program
General Agreement For Collaboration
Reciprocal Student Exchanges
Short Term Study Abroad
Technical & Scientific Cooperation

TOP 5 COUNTRIES

China
India
Italy
Brazil
Japan

TOP 5 COLLEGES

Rosen College of Hospitality Management
College of Engineering & Computer Science
College of Community Innovation & Education
College of Business
College of Sciences

Monitor International Travel



1,415
UNIQUE TRIPS



1,997
UNIQUE TRAVELERS



1,083
FACULTY



914
STUDENTS

Services include:

- 24/7 Emergency Abroad Hotline
- Maintaining practices and implementing an international emergency response plan and emergency response protocol
- Enrolling all participants in a comprehensive medical and security insurance policy
- Providing pre-departure orientations
- Managing the university travel registry and evaluating petitions to restricted travel destinations

Community Engagement

Parramore Education & Innovation District

- Free online English language instruction for district residents

City of Orlando Hispanic Office for Local Assistance (HOLA)

- Free English language instruction for Orlando residents

Hispanic Chamber of Commerce of Metro Orlando

- Online English language instruction pilot in development

Orlando City Soccer Club

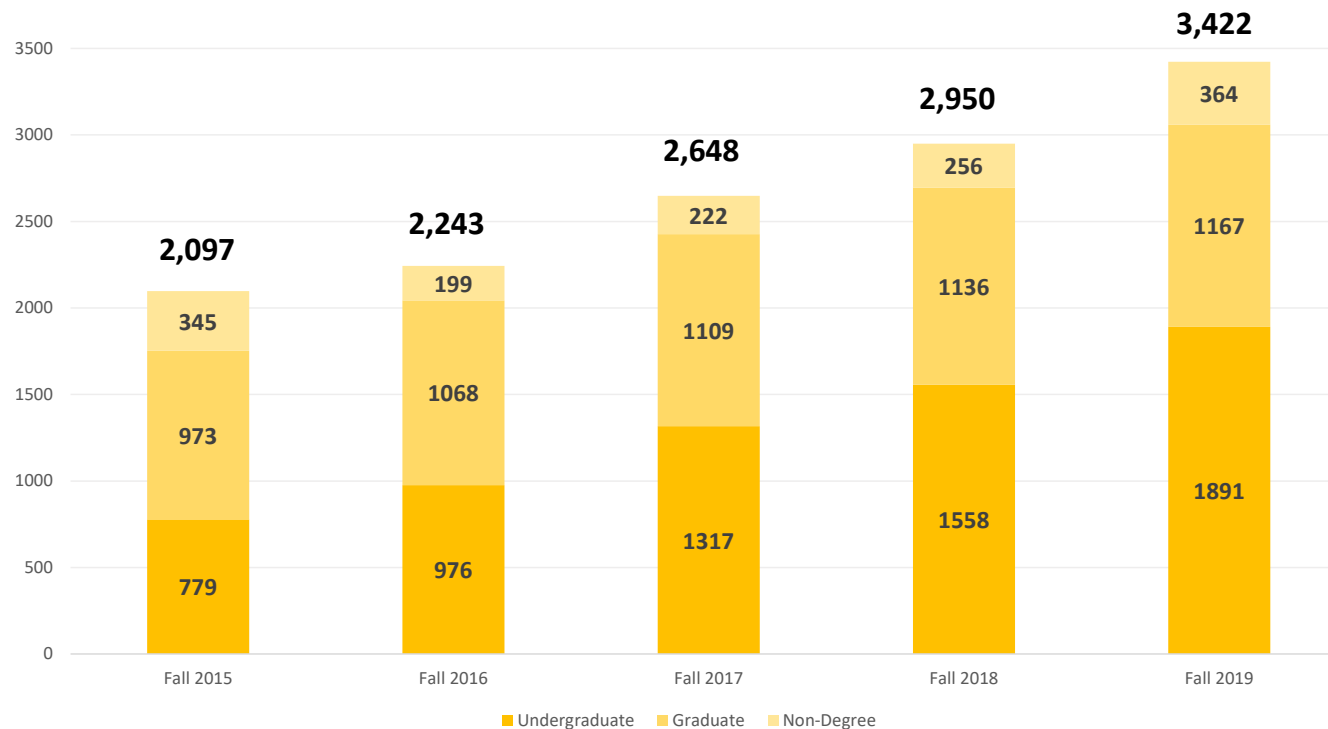
- English language instruction for players and coaches

Atlanta Braves/Florida Fire Frogs

- English language instruction for players and coaches



International Student Enrollment by Semester, Fall 2015 to Fall 2019



+142.8%

Growth in undergraduate enrollment

+19.9%

Growth in graduate enrollment

+5.5%

Growth in non-degree enrollment



Enrollment Comparison with University Innovation Alliance Partners (Fall 2018)

INSTITUTION	INTERNATIONAL ENROLLMENT	TOTAL ENROLLMENT	% OF TOTAL ENROLLMENT
Purdue University	11,044	43,411	25%
Michigan State University	7,624	50,351	15%
Iowa State University	4,846	34,992	14%
Oregon State University	4,156	30,986	13%
Arizona State University	13,459	111,249	12%
University of Kansas	2,550	21,505	12%
University of Texas at Austin	6,256	51,832	12%
Ohio State University	7,110	68,262	10%
University of California, Riverside	1,973	23,922	8%
Georgia State University	2,675	52,814	5%
University of Central Florida	2,950	68,558	4%

Open Doors Reports - Data includes foreign nationals as well as non-degree seeking students. Enrollment data for Fall 2018.



SUS Enrollment Comparison (Fall 2018)

INSTITUTION	INTERNATIONAL ENROLLMENT	TOTAL ENROLLMENT	% OF TOTAL ENROLLMENT
University of Florida (UF)	6,881	53,163	12.9%
University of South Florida (USF)	4,821	50,755	9.5%
Florida State University (FSU)	2,416	41,717	5.5%
Florida International University (FIU)	3,121	58,064	5.4%
Florida Gulf Coast University (FGCU)	704	15,046	4.7%
University of Central Florida (UCF)	2,950	68,571	4.3%
Florida Polytechnic University	47	1,424	3.3%
New College of Florida	27	837	3.2%
Florida Atlantic University (FAU)	804	29,772	2.7%
University of West Florida (UWF)	322	12,850	2.5%
University of North Florida (UNF)	343	16,309	2.1%
Florida Agricultural & Mechanical University (FAMU)	94	10,031	0.9%

Source: Institutional Enrollment Reports / Common Data Sets / BOG



Student Demographics – Top Countries

COUNTRY	INTERNATIONAL ENROLLMENT
China	374
Saudi Arabia	335
India	319
Brazil	197
Venezuela	169
Iran	126
Vietnam	99
Bangladesh	93
Oman	85
Colombia	78
Mexico	73

COUNTRY	INTERNATIONAL ENROLLMENT
Russia	70
Pakistan	68
Egypt	55
United Kingdom	55
Korea, South	51
Canada	49
Nigeria	46
Haiti	43
Peru	40
Turkey	40
Netherlands	37

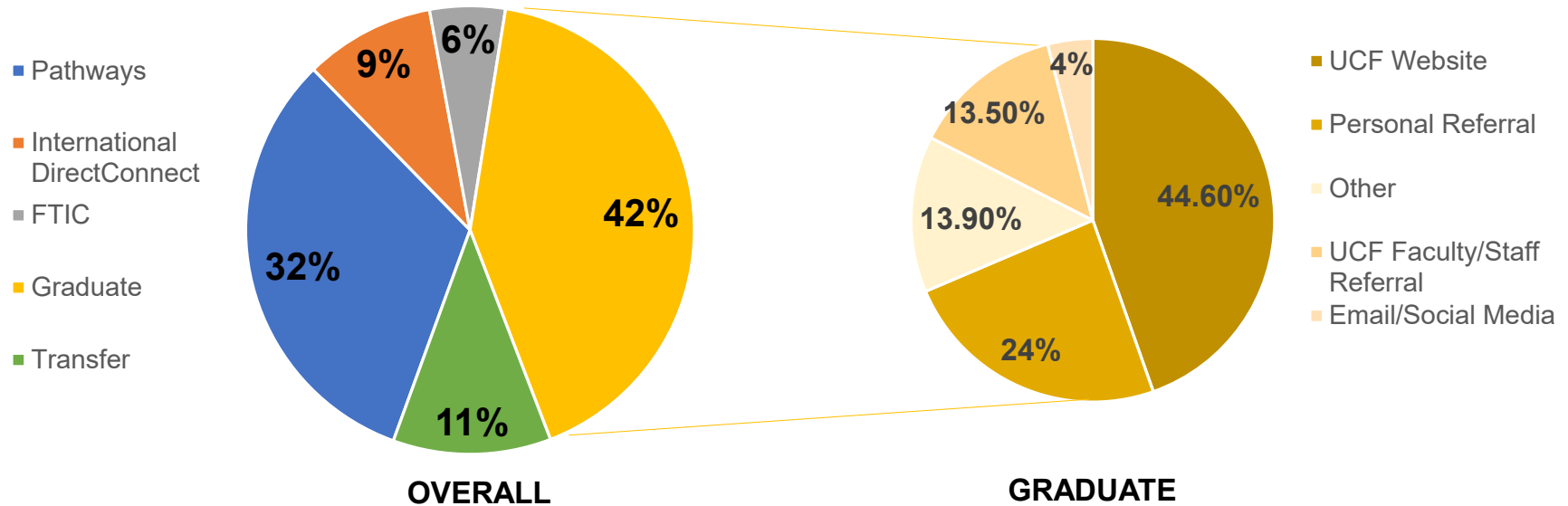


137

Countries represented

Open Doors Reports - Data includes foreign nationals as well as non-degree seeking students. Enrollment data for Fall 2019.

Student Demographics – Referral Sources



UCF Global uses agents across the world to recruit students into non-degree English programs.

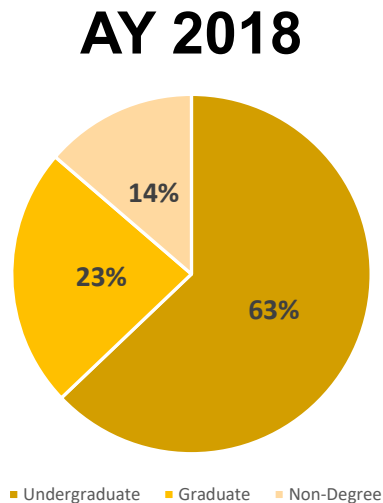
85% Pathway students are agent referred

Enrollment data for Fall 2019.

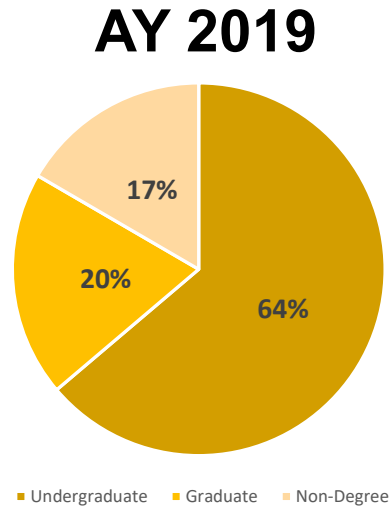


International Student Gross Revenue

International students pay out-of-state tuition and associated fees.



\$31M+



\$36M+

+16.1%

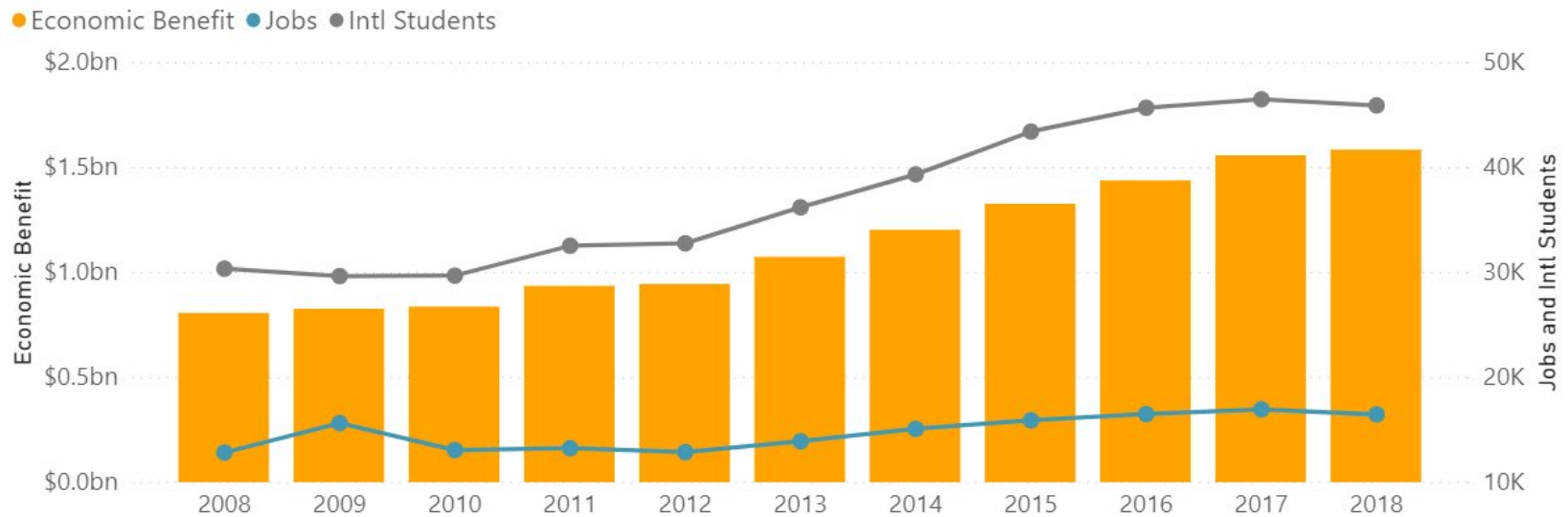
Growth in gross revenue

+16.0%

Growth overall enrollment

UCF Global Reporting - Enrollment data for Fall 2018 vs Fall 2019.

45,957 International Students Contribute to 16,458 Jobs in Florida's Economy



ECONOMIC BENEFIT TO STATE OF FLORIDA : \$1.6 BILLION

Sources used in NAFSA's economic analysis for 2018-2019 Academic Year: U.S. Department of Education, U.S. Department of Commerce, and the Open Doors Report



International Student Impact in Entrepreneurship

STARTING SUCCESSFUL BUSINESSES

23% of billion-dollar startup companies in the U.S. were founded or co-founded by an international student.

Source: NAFSA, FORBES, STATISTA
(<https://www.visualcapitalist.com/international-students-impact-u-s-economy/>)

INTERNATIONAL STUDENTS WHO FOUNDED BILLION-DOLLAR COMPANIES

Elon Musk - SpaceX (\$21B)

Noubar Afeyan - Moderna (\$7B)

Renaud Visage - EventBrite (\$1B)

Source: Forbes
(<https://www.forbes.com/sites/stuartanderson/2018/11/05/international-students-are-founding-americas-great-startups/#529c4ebe5568>)

INTERNATIONAL STUDENTS: A VITAL ECONOMIC ASSET

U.S. EXPORTS (2018)

	AUTOMOBILES	\$158B
	COMMERCIAL AIRCRAFT	\$131B
	PHARMACEUTICALS	\$51B
	EDUCATION EXPORTS	\$41B
	TELECOMMUNICATIONS	\$36B
	SOYBEANS	\$17B

Source: NAFSA, EVANS, WORLDCITY (<https://www.visualcapitalist.com/international-students-impact-u-s-economy/>)

UCF INTERNATIONAL STUDENTS HAVE WORKED AT

Amazon
Apple
Disney
Deloitte
EA Sports

Facebook
Google
Hewlett-Packard
IBM
Monsanto

Netflix
Oracle
Siemens
Tesla
Twitter



How Do We Leverage Opportunities for All?



UCF GLOBAL

Recruitment Strategic Plan
International DirectConnect to UCF®
International Agreements
Broward College International Centers and
Academic Affiliates model



ACADEMIC CENTERS WITH A GLOBAL FOCUS

International and Global Curriculum
Office of Global Perspectives and
International Initiatives
Centers, Programs, and Initiatives
Student Organizations



UCF ABROAD

Faculty Planning and Curricular
Priorities
Strategic Partnerships
Student Participation and
Program Support

GLOBAL INITIATIVES ADVISORY COMMITTEE



Global Initiatives Advisory Committee

ADMINISTRATION

Jeff Jones, Chair, Vice Provost, UCF Connect & UCF Global

Theodorea Berry, Vice Provost, Student Learning and Academic Success, Dean, College of Undergraduate Studies

Nataly Chandia, Associate Vice President, UCF Global

Gordon Chavis, Associate Vice President, Student Development and Enrollment Services

David Dumke, Director, Office of Global Perspectives and International Initiatives

STUDENTS

Rayna Eid, President, Saudi Student Association

Anusha Ketepalle, President, Indian Student Association

Amy Lebanoff, Engineering Student

FACULTY

Jim Bacchus, Professor/Director, COS, School of Politics, Security and International Affairs/Center for Global Economic and Environmental Opportunity

Karen Biraimah, Professor, CCIE

Tyler Fisher, Associate Professor, CAH, Modern Languages

Waldemar Karwowski, Chair, CECS, Industrial Engineering and Management Systems

Marie Leticee, Associate Professor, CAH, Modern Languages

Chiara Mazzucchelli, Associate Professor, CAH, Modern Languages (Provost Fellow)

Eduardo Mucciolo, Chair/Professor, COS, Physics

Manuel Rivera, Assistant Dean, Rosen College of Hospitality Management

Laurence Vonkalm, Interim Associate Dean, COS



CURRENT INITIATIVES

- Global Perspectives
- Global Advisory Committee
- Pathway Programs
- Online English Program
- Guild/Disney ASPIRE





THANK YOU

