

Board of Trustees Retreat

Dec 3, 2020 10:15 AM - 4:30 PM EST

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UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees Retreat
December 3, 2020
Celeste Hotel, 4105 N Alafaya Trail
10:15 a.m. – 4:30 p.m.**

Conference call number: 1-408-418-9388, access code 132 273 0680

AGENDA

- | | |
|--|---|
| 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. Remarks: Year in Review | <i>Chair Seay</i> |
| 4. UCF's Distinctive Excellence (60-minutes) | |
| INFO – 1 Information | UCF's Distinctive Excellence |
| Discussion | Becoming a Top 50 Public Research Institution
<i>President Alexander Cartwright</i>
<i>Presenters: Michael Johnson, Interim Provost and Vice President for Academic Affairs and Dr. M. Paige Borden, Associate Provost and Chief Analytics Officer, Analytics and Integrated Planning</i> |
| 5. Working Lunch (60-minutes) | Guest Speaker: President Satish Tripathi
<i>University at Buffalo</i> |
| 6. UCF's Distinctive Excellence, continued (4-hours) | |
| Discussion | Financial Overview
<i>Presenters: Joseph Trubacz, Interim Vice President for Finance and Chief Financial Officer; Kathy Mitchell, Associate Vice President, Finance Division; and Kristie Harris, Associate Vice President for Financial Affairs</i> |

	Discussion	Trustee Work Session
7. Adjournment		Chair Seay

UCF BOARD OF TRUSTEES

Agenda Item Summary

December 3, 2020

Title: UCF's Distinctive Excellence

☒ **Information**
☐ **Information for upcoming action**
☐ **Action**

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

President Cartwright believes that UCF is on a path to becoming a Top 50 Public Research Institution. The retreat is an opportunity to have a future-focused dialogue about what UCF's profile would need to include and initial areas of investment necessary to achieve this goal.

The retreat will feature three informational segments and conclude with a trustee work session to discuss with President Cartwright next steps to continue UCF's trajectory to becoming a Top 50 Public Research Institution. The retreat luncheon will feature a Q&A session with guest speaker [President Satish Tripathi](#) from the University at Buffalo.

The three informational segments will highlight the following:

Part I: Becoming a Top 50 Public Research Institution

This segment will address what it means to be a Top 50 Public Research Institution and why this is an aspiration for UCF.

Part II: Financial Overview

This segment will deliver a financial overview focused on the university's current financial position, including: budget to actuals; a summary of the university's strategic investment fund; current carryforward balances and spending; FY20 and FY21 enrollment growth and tuition revenue; risks, challenges, opportunities and impact of potential budget cuts; and an update on internal loans as of 6/30/20.

Part III: Trustee Work Session

This final segment will provide an opportunity for trustees to discuss with President Cartwright next steps and initial areas of investment to continue UCF's trajectory to becoming a Top 50 Public Research Institution.

Background Information:

UCF aspires to be one of the nation's leading innovative research universities, with a focus on student success and contributing to the betterment of society. A different kind of university driven by its entrepreneurialism and optimism, UCF will not be defined by its contemporaries, and rather seeks to forge a new path with the potential to be a leading metropolitan research university that will help to define the future of higher education.

Following years of growth, the university will now focus on building the critical infrastructure that will support its pursuit of excellence. UCF will have a national and, in key areas, international reputation as a new kind of metropolitan public research university that is tightly coupled with its community and can work

toward quickly becoming a top 50 public national university and ultimately be considered for membership in the prestigious Association of American Universities.

Recommended Action:

This item is for information only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

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 has approved adding this item to the agenda ☒

Submitted by:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: President's FY21 Goals

Facilitators/Presenters:

Alexander Cartwright, President

Michael Johnson, Interim Provost and Vice President for Academic Affairs

Paige Borden, Associate Provost and Chief Analytics Officer

Joe Trubacz, Interim Vice President for Finance and Chief Financial Officer

Kathy Mitchell, Associate Vice President, Finance Division

Kristie Harris, Associate Vice President for Financial Affairs

Presidential Goals 2020-2021

UCF aspires to be one of the nation's leading innovative research universities, with a focus on student success and contributing to the betterment of society. A different kind of university driven by its entrepreneurialism and optimism, UCF will not be defined by its contemporaries, and rather seeks to forge a new path with the potential to be a leading metropolitan research university that will help to define the future of higher education.

Following years of growth, the university will now focus on building the critical infrastructure that will support its pursuit of excellence. UCF will have a national, and in key areas, international reputation as a new kind of metropolitan public research university that is tightly coupled with its community and can work toward quickly becoming a top 50 public national university and ultimately be considered for membership in the prestigious Association of American Universities.

Goals for 2020-2021

- 1. Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive operational excellence, efficiency and effectiveness.**
- 2. Invest in academic excellence to drive greater student success and research outcomes.**
- 3. Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.**
- 4. Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.**
- 5. Elevate and promote UCF's excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.**

Presidential Goals 2020-2021

Objectives

1. Build a strong leadership team with a focus on improving administrative infrastructure and systems that drive efficiency and effectiveness.

- Recruit executive leaders in key areas with the experience and expertise to drive strategy and action in the areas of operational and inclusive excellence.
- Review organizational structure and alignment of key service units to deliver quality service to our students, faculty and staff efficiently and effectively.
- Improve financial planning and reporting tools that will drive stronger enterprise decision-making while also improving business processes across the university.
- Complete strategic plans for the Academic Health Sciences Center and Enterprise Enrollment Planning.
- Ensure organizational alignment, process improvements, and efficiency and effectiveness efforts result in savings that can be reallocated to support instruction and the academic mission of the university.

2. Invest in academic excellence to drive greater student success and research outcomes.

- Develop data driven programs and interventions that drive student success and eliminate achievement gaps.
- Begin taking action to reduce UCF's student to faculty ratio by investing in new faculty hiring initiatives.
- Assess and develop investment strategies for graduate programs to continue to expand on our scholarly excellence.
- Increase UCF's capacity to scale our research enterprise and grow research expenditures starting with an external review of our research and economic development activities and partnerships.
- Re-envision strategic priorities and strategies for expansion of research and scholarly excellence

3. Deliver action on diversity, equity, and inclusion initiatives and become an example for how a community fully commits to inclusive excellence.

- Finalize and adopt a comprehensive Diversity, Equity and Inclusion Action Plan that includes a requirement that all units and colleges demonstrate their own commitment to inclusive excellence through dedicated resources and actions.
- Review current policies and operating procedures to ensure they align with diversity, equity and inclusion priorities and enable progress towards established goals.
- Begin the process of working with academic affairs and student affairs to incorporate inclusive excellence into our academic and support programs to continue to improve student experiences and outcomes across all student populations.

Presidential Goals 2020-2021

- Increase institutional resources that are dedicated to the work of diversity, equity, and inclusion across campus.
 - Launch required diversity, equity and inclusion trainings for all employees in leadership positions.
 - Develop and launch required search committee training with immediate emphasis on key leadership hires occurring in 2020.
 - Expand critical conversations and public discussions around diversity, equity and inclusion.
- 4. Build a culture of trust, engagement and accountability that also makes UCF one of the best places to work for our faculty and staff.**
- Create new structures that facilitate inclusive decision-making and ensure engagement in university-wide planning and critical initiatives.
 - Improve internal communications methods and channels to provide timely, relevant and transparent information to faculty and staff.
 - Launch a leadership development training program for all employees in leadership positions.
 - Develop additional mental health and well-being programs and support for our faculty, staff and students.
 - Prioritize the hiring of executive leadership who are committed to this culture.
- 5. Elevate and promote UCF's excellence and its national reputation through our efforts in advancement, government and community relations, and communications and marketing efforts.**
- Develop a comprehensive strategy to coordinate engagement and partnership activities across the entire institution.
 - Create a communications plan that highlights program, faculty and student excellence across all levels of the institution.
 - Develop a comprehensive philanthropic strategy that focuses on the academic mission of the institution and will increase investment in student success, research and scholarly activity.
 - Increase alumni engagement with a focus on scalable programs that leverage technology and lead to philanthropic engagement.
 - Begin planning for UCF's next philanthropic campaign.
 - Sustain momentum and support for UCF Athletics to be a top 25 program in the nation.



Top 50 Public in U.S. News Rankings Board of Trustees Retreat

December 3, 2020

Today's Topics

- Ranking Criteria
- Benchmarking of rankings achieved by Top 40-51 Public, National universities in U.S. News and World Report, 2021 Best Colleges
- Ranking deep dives

Benchmarks to Top 40-51 and Partial SUS

U.S. News Ranking Criteria

- Graduation and Retention Rank **(22%)***
- Expert Opinion and Rank **(20%)**
- Faculty Resources Rank **(20%)**
- Financial Resources Rank **(10%)**
- Graduation Rate Performance Rank **(8%)***
- Student Excellence Rank **(7%)**
- Graduate Indebtedness Rank **(5%)***
- Social Mobility Rank **(5%)***
- Alumni Giving Rank **(3%)**

*** Consolidated
Student Outcomes**

Included Benchmark Institutions: Public Top 40-51

- Schools are selected for their public ranking
- Rankings and metric details are based on overall ranking

Public Rank: Tied for 40 **Overall Rank: Tied for 97**

- Auburn University
- University of Arizona
- UC – Merced
- UC – Santa Cruz
- University of Delaware
- University of Utah

Public Rank: Tied for 46 **Overall Rank: Tied for 103**

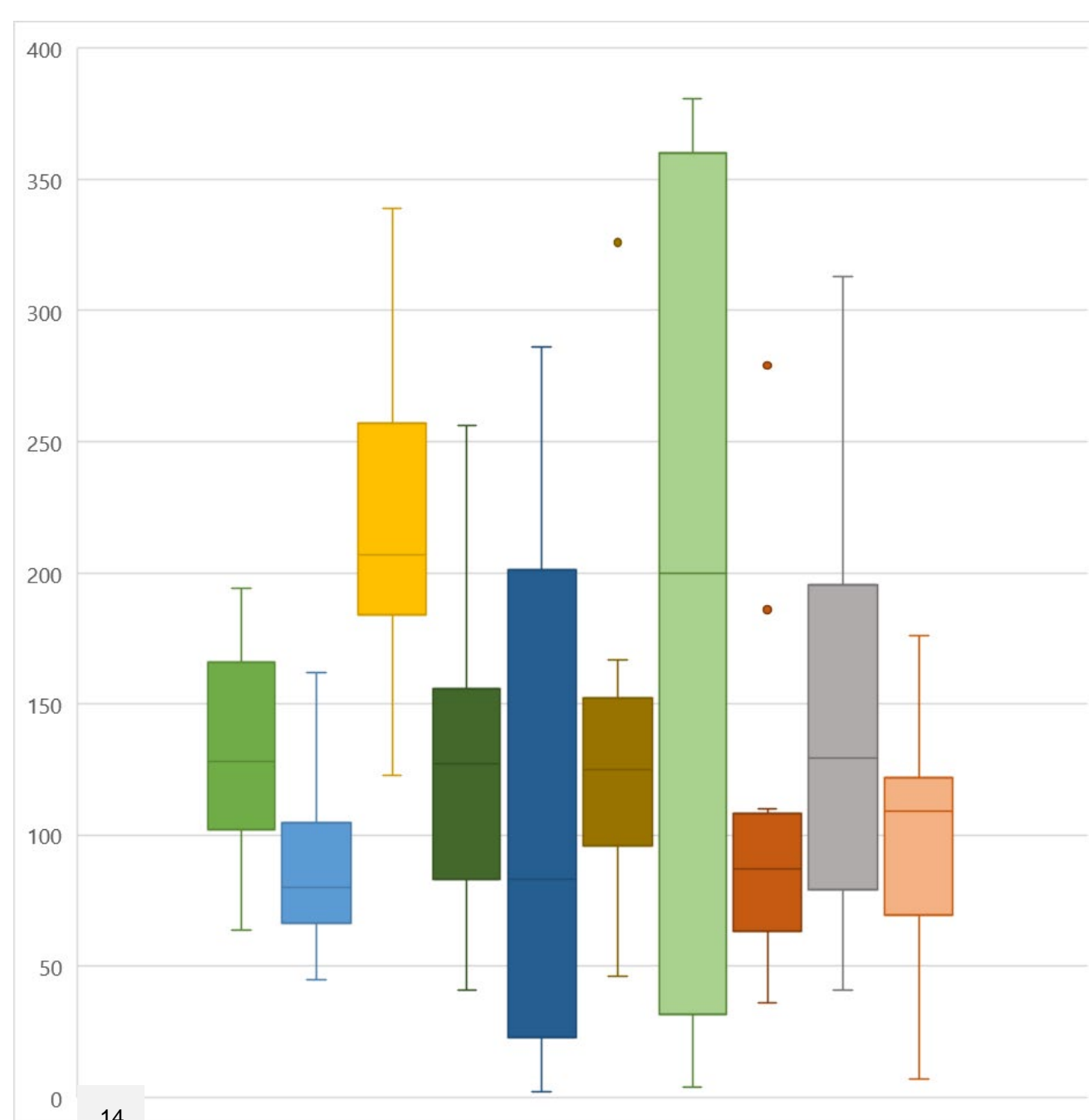
- Arizona State – Tempe
- Miami University
- Temple University
- University of Colorado – Boulder
- University of Oregon
- University of South Florida

Other Key **Florida Public Rankings**

- UF – 6 (30)
- FSU – 19 (58)
- **UCF – 77 (160)**

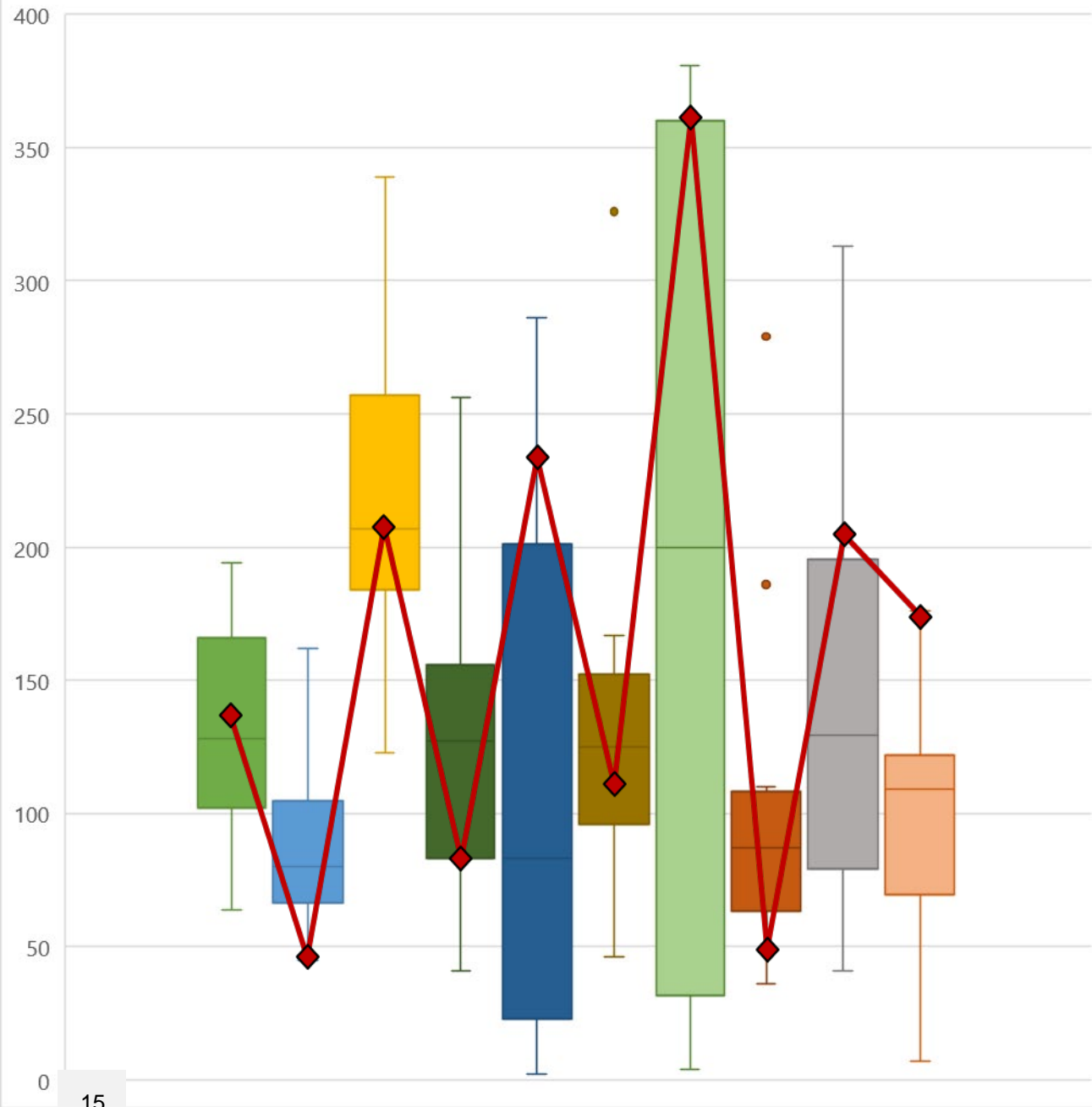
Overall Key Rankings Top 40-51 Public Universities

- Grad and Ret Rank (22%)
- Expert Opinion Rank (20%)
- Faculty Resources Rank (20%)
- Financial Resources Rank (10%)
- GradRatePerformance Rank (8%)
- Student Excellence Rank (7%)
- Social Mobility Rank (5%)
- Graduate Indebtedness Rank (5%)
- Alumni Giving Rank (3%)
- Consolidated Outcomes Rank (40%)



Overall Ranks Top 40-51 plus **UCo-Boulder (46)**

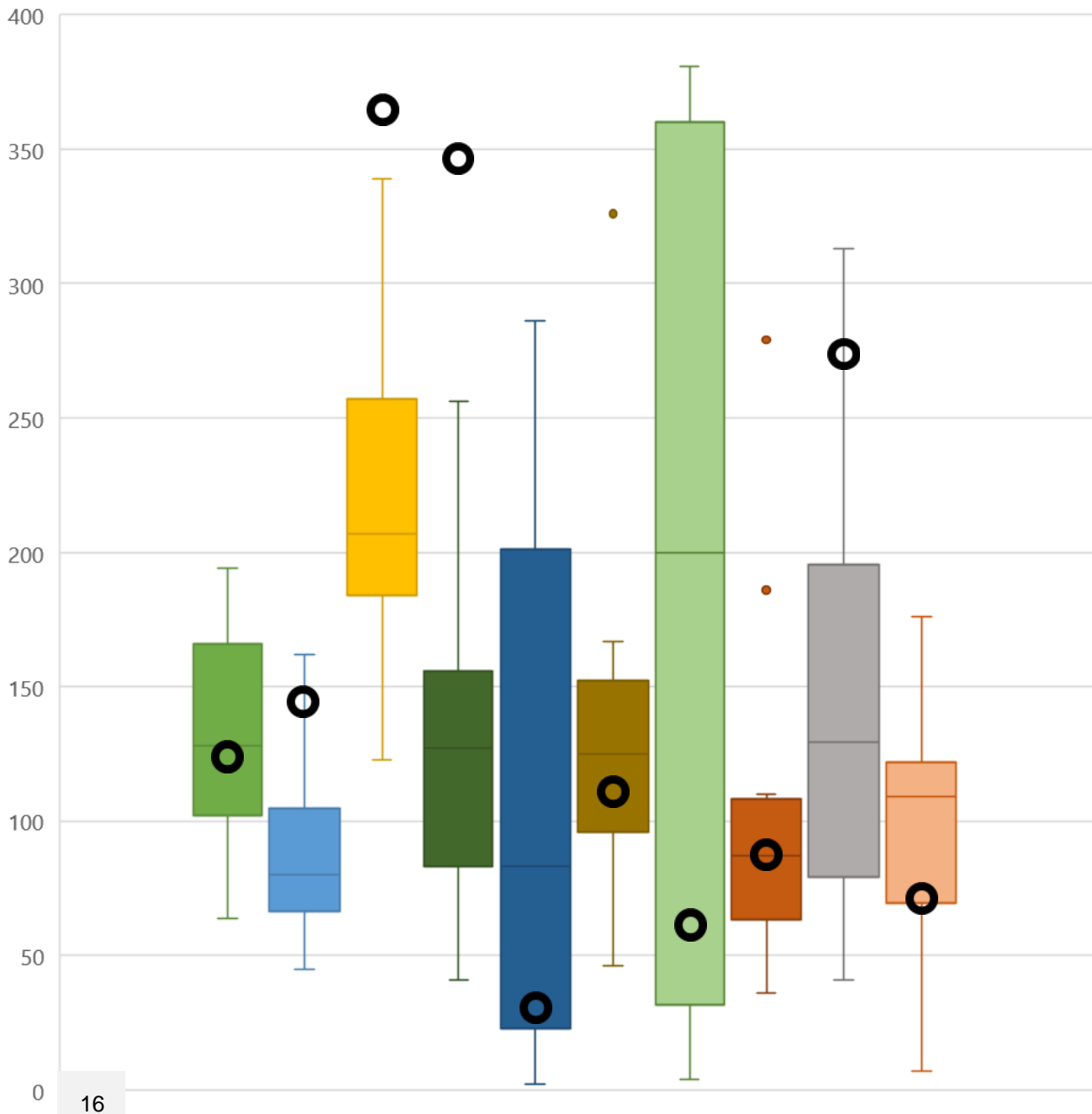
- Grad and Ret Rank (22%)
- Expert Opinion Rank (20%)
- Faculty Resources Rank (20%)
- Financial Resources Rank (10%)
- GradRatePerformance Rank (8%)
- Student Excellence Rank (7%)
- Social Mobility Rank (5%)
- Graduate Indebtedness Rank (5%)
- Alumni Giving Rank (3%)
- Consolidated Outcomes Rank (40%)
- ◆— UCo-Boulder



Overall Ranks Top 40-51 and UCF

- Grad and Ret Rank (22%)
- Expert Opinion Rank (20%)
- Faculty Resources Rank (20%)
- Financial Resources Rank (10%)
- GradRatePerformance Rank (8%)
- Student Excellence Rank (7%)
- Social Mobility Rank (5%)
- Graduate Indebtedness Rank (5%)
- Alumni Giving Rank (3%)
- Consolidated Outcomes Rank (40%)

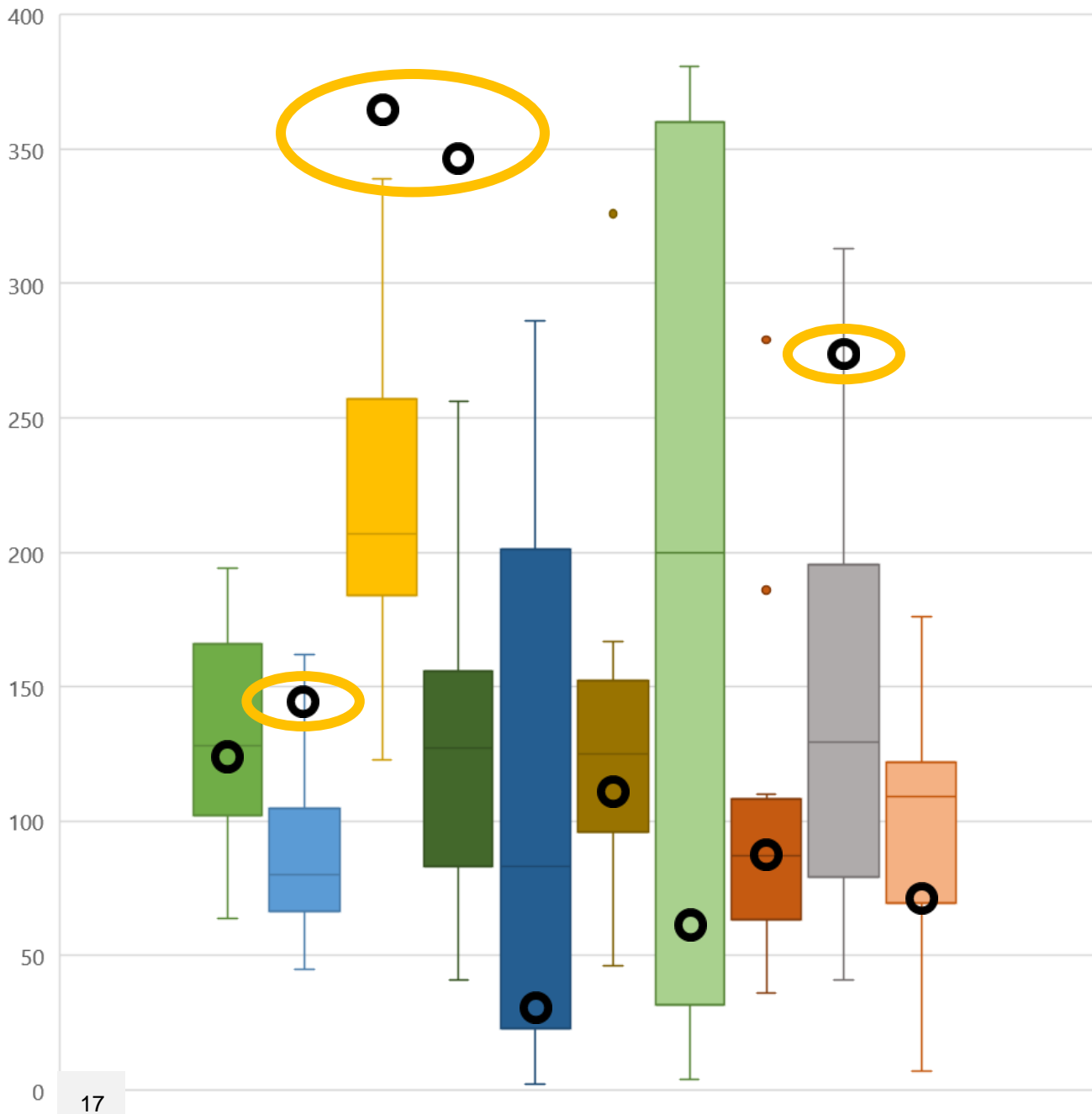
○ UCF



Overall Ranks Top 40-51 and UCF

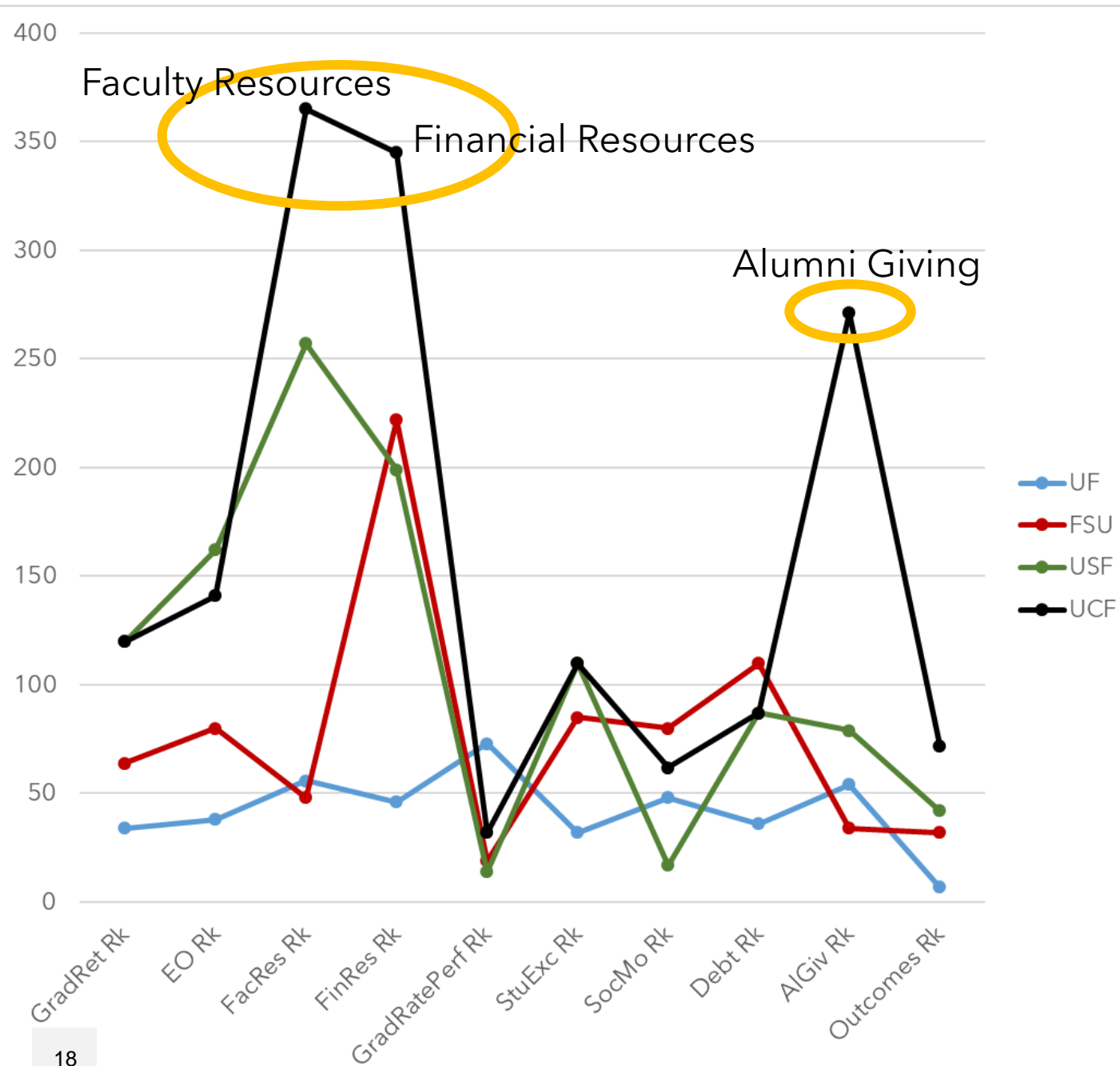
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- Student Excellence Rank (7%)
- Social Mobility Rank (5%)
- Graduate Indebtedness Rank (5%)
- Alumni Giving Rank (3%)
- Consolidated Outcomes Rank (40%)

○ UCF



Overall Ranks

UCF, UF, FSU, and USF

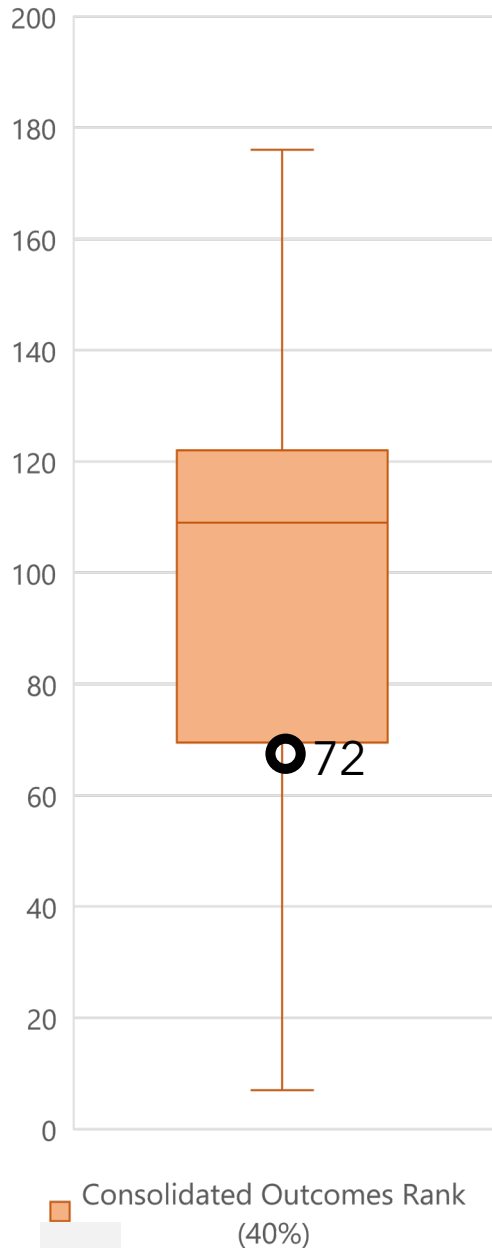


Rank Deep Dives



Consolidated Outcomes Rank

- Represents 40% of rankings by combining:
 - Graduation and retention (22%)
 - Graduation rate performance (8%)
 - Social mobility (5%)
 - Graduate indebtedness (5%) – new for 2021
- UCF is 32nd among publics in outcomes measures

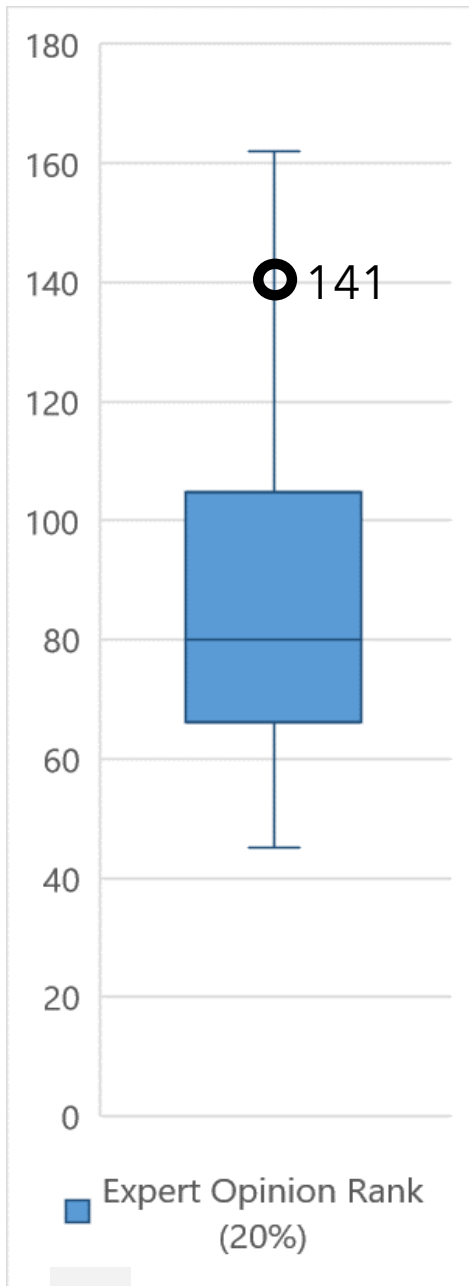


● UCF Compared to Top 40-51

Source: US News 2021 – Academic Insights

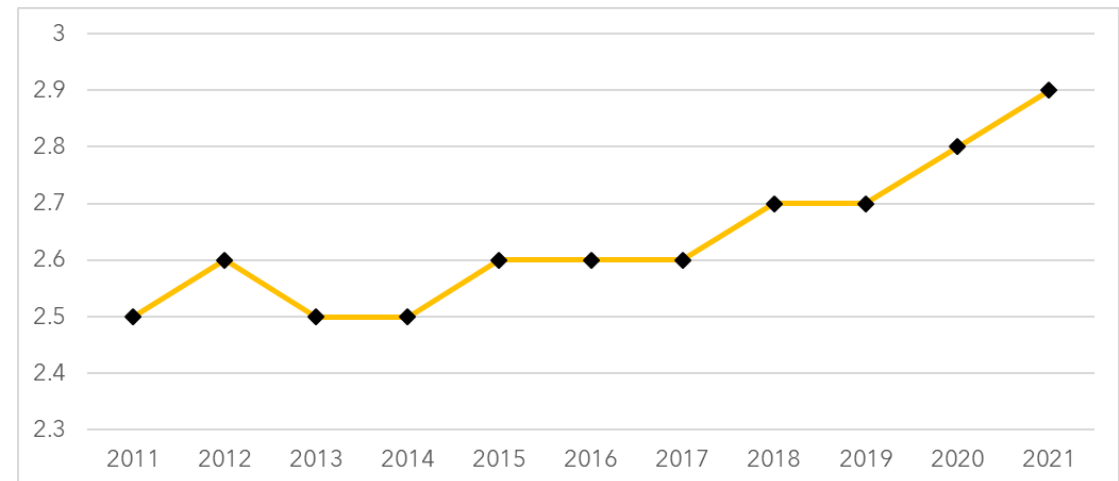
Expert Opinion Rank

- Average of 2020 and 2019 responses
- 2020 - 4,816 surveys forwarded to spring and summer (36.4% response rate)
- Score out of 5.0 (5.0 is the best)
 - 2020 Presidents - 2.7 (158)
 - 2020 Provosts - 3.0 (141)
 - 2020 Deans of Admission - 2.9 (149)



○ UCF
Compared to Top 40-51

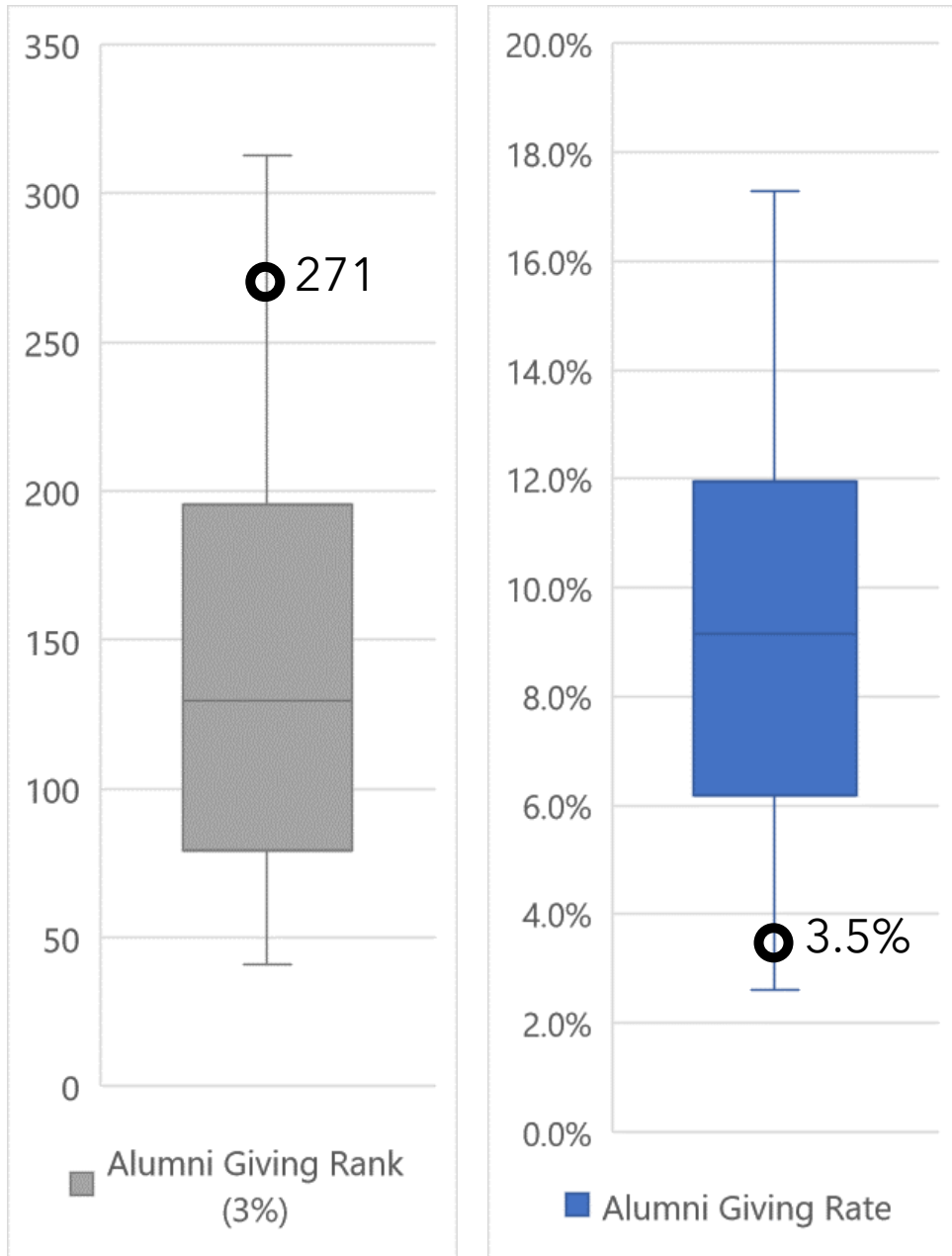
UCF Combined Peer Assessment Score: 10-Year Trend



Source: US News 2021 - Academic Insights

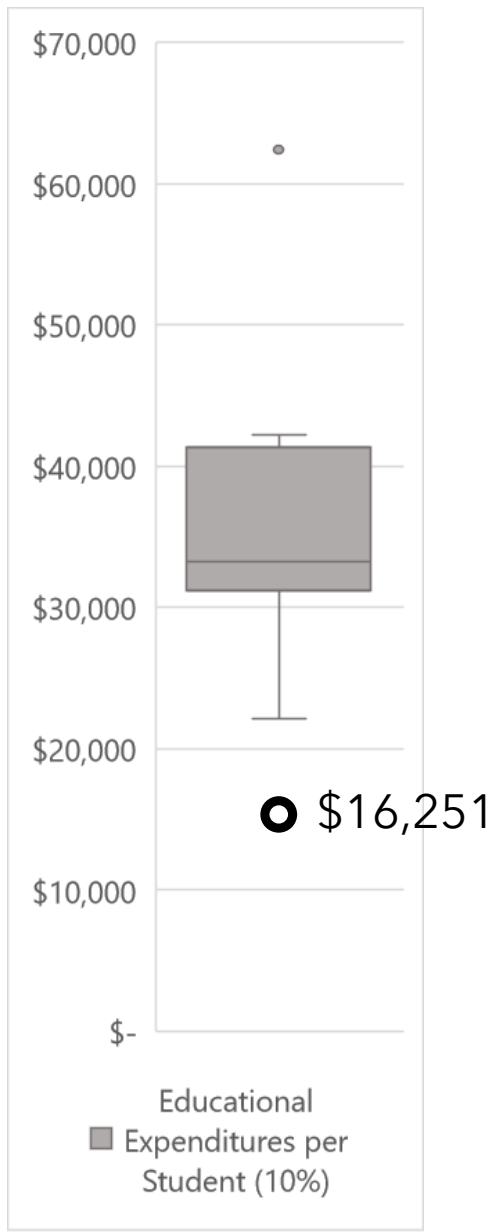
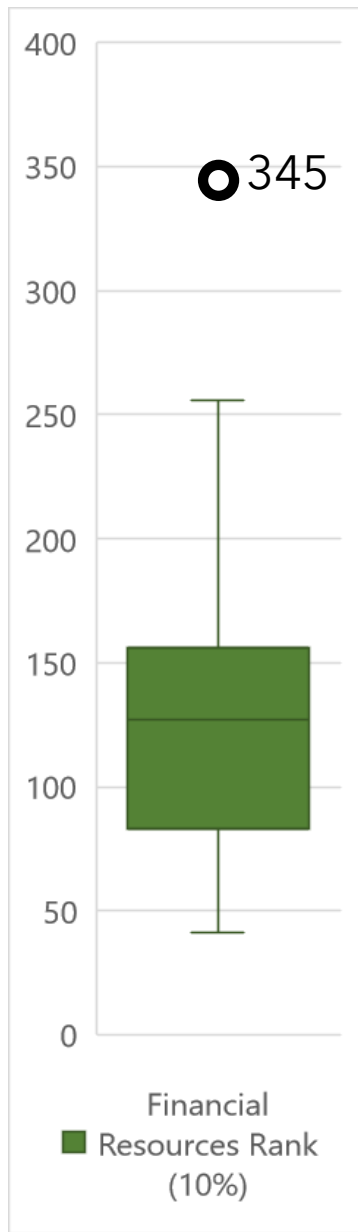
Alumni Giving Rank and Rate

- Average percentage of living alumni with bachelor's degrees who gave to the school
- Average of 2018 and 2019 rates
- Reduced weight from 5% to 3% in 2021



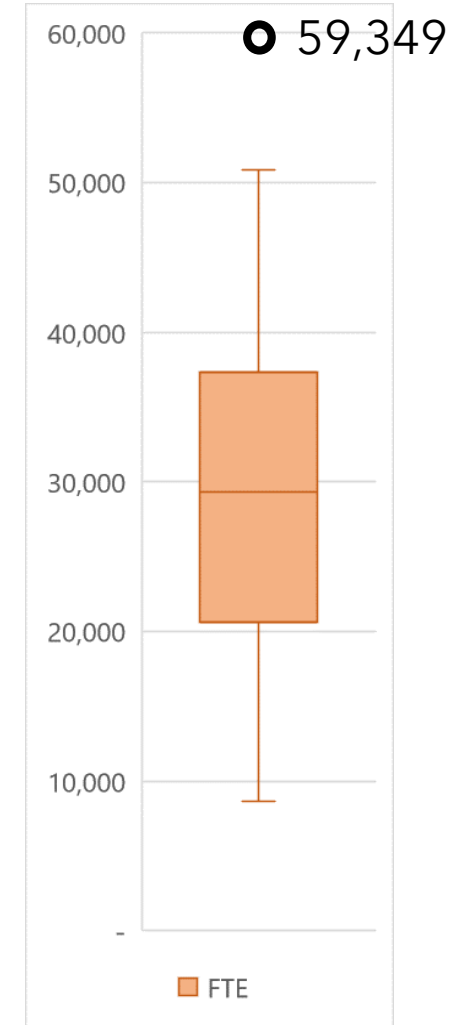
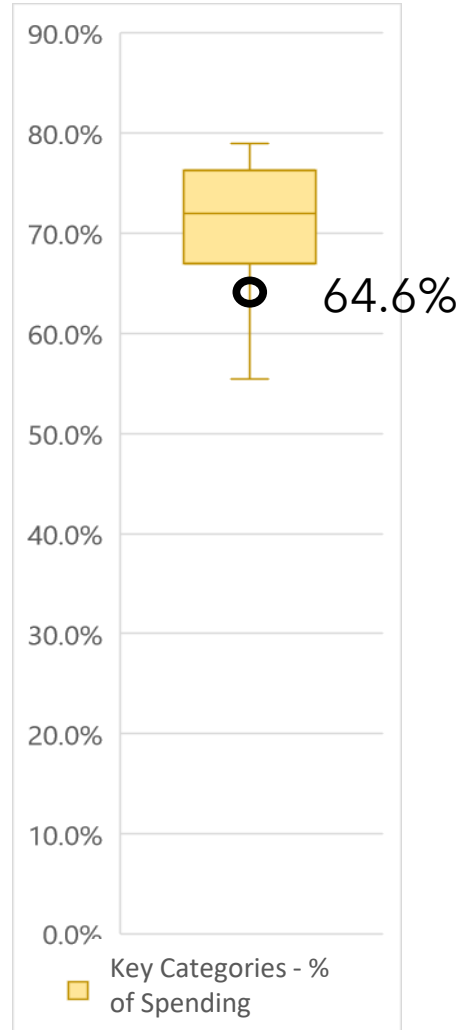
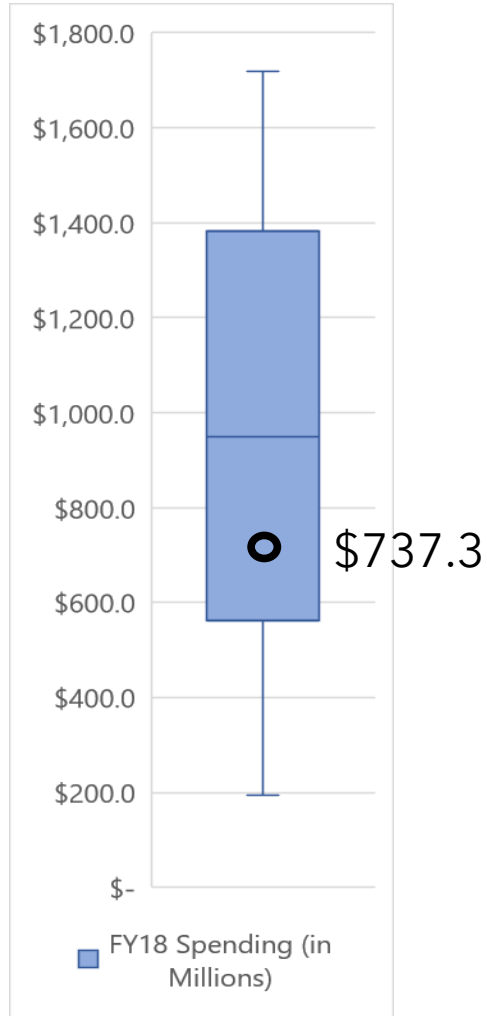
Financial Resources Rank and \$ Amount

- Average spending per FTE in 2018 and 2019
- Only five spending categories included:
 - Instruction
 - Research
 - Public service
 - Student services
 - Academic Support



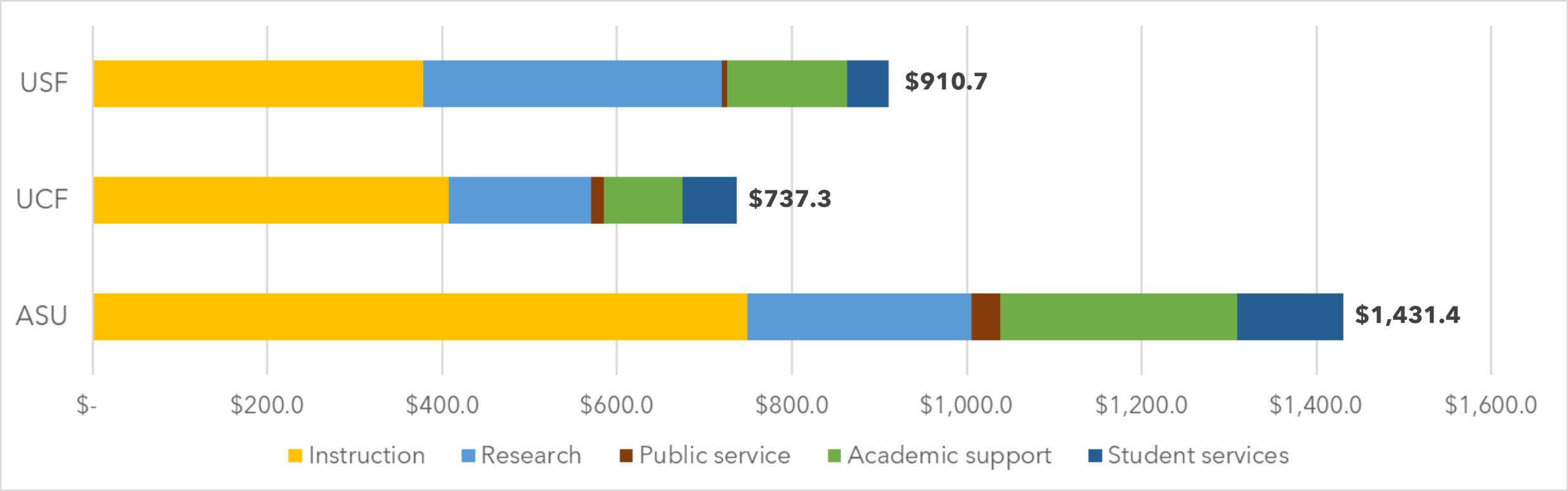
Financial Resources

Review of Spending Categories and FTE



Financial Resources

U.S. News Expenditure Categories - 2018

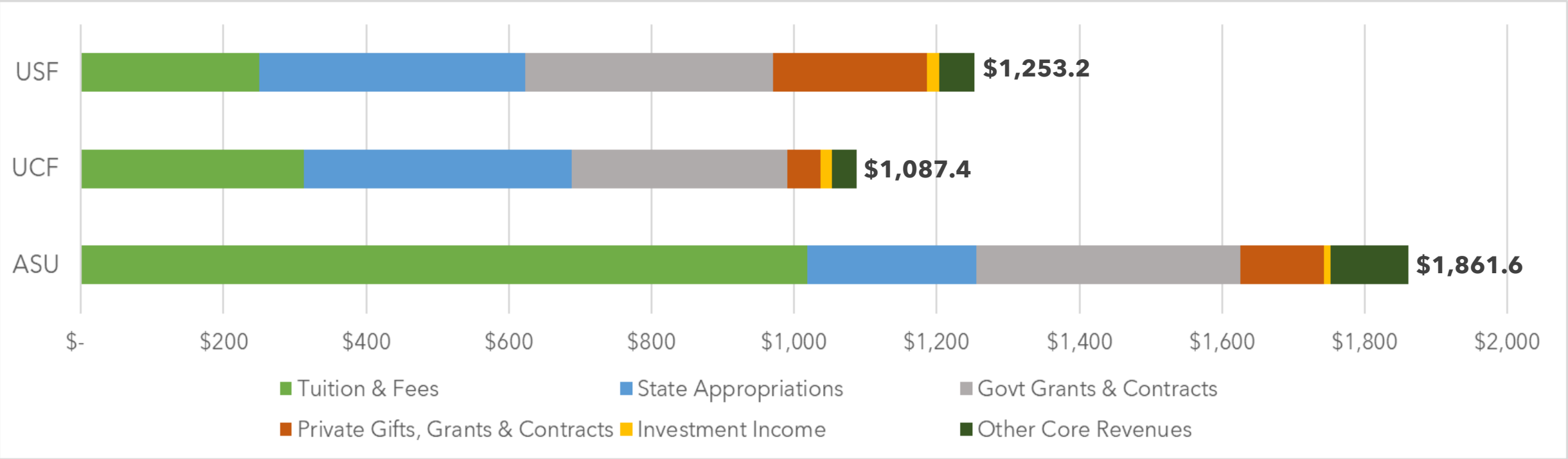


FTE USF - 37,587 UCF - 59,349 ASU - 50,833



Financial Resources: Core Revenues 2018

ASU Collects 3x more than UCF in Tuition and Fees

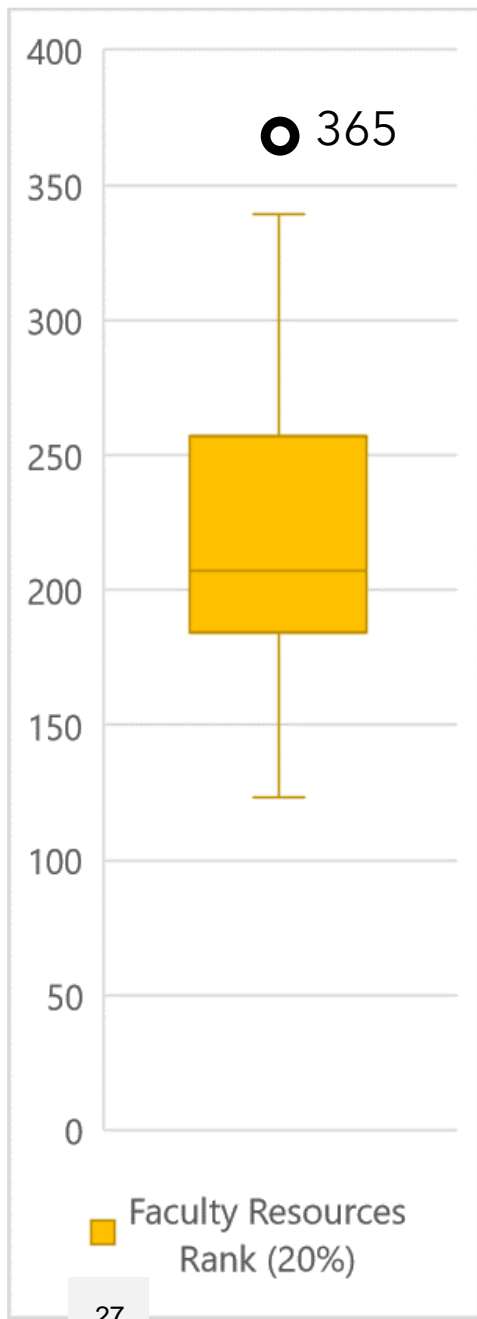


FTE USF - 37,587 UCF - 59,349 ASU - 50,833



Faculty Resources Top 40-51 and UCF

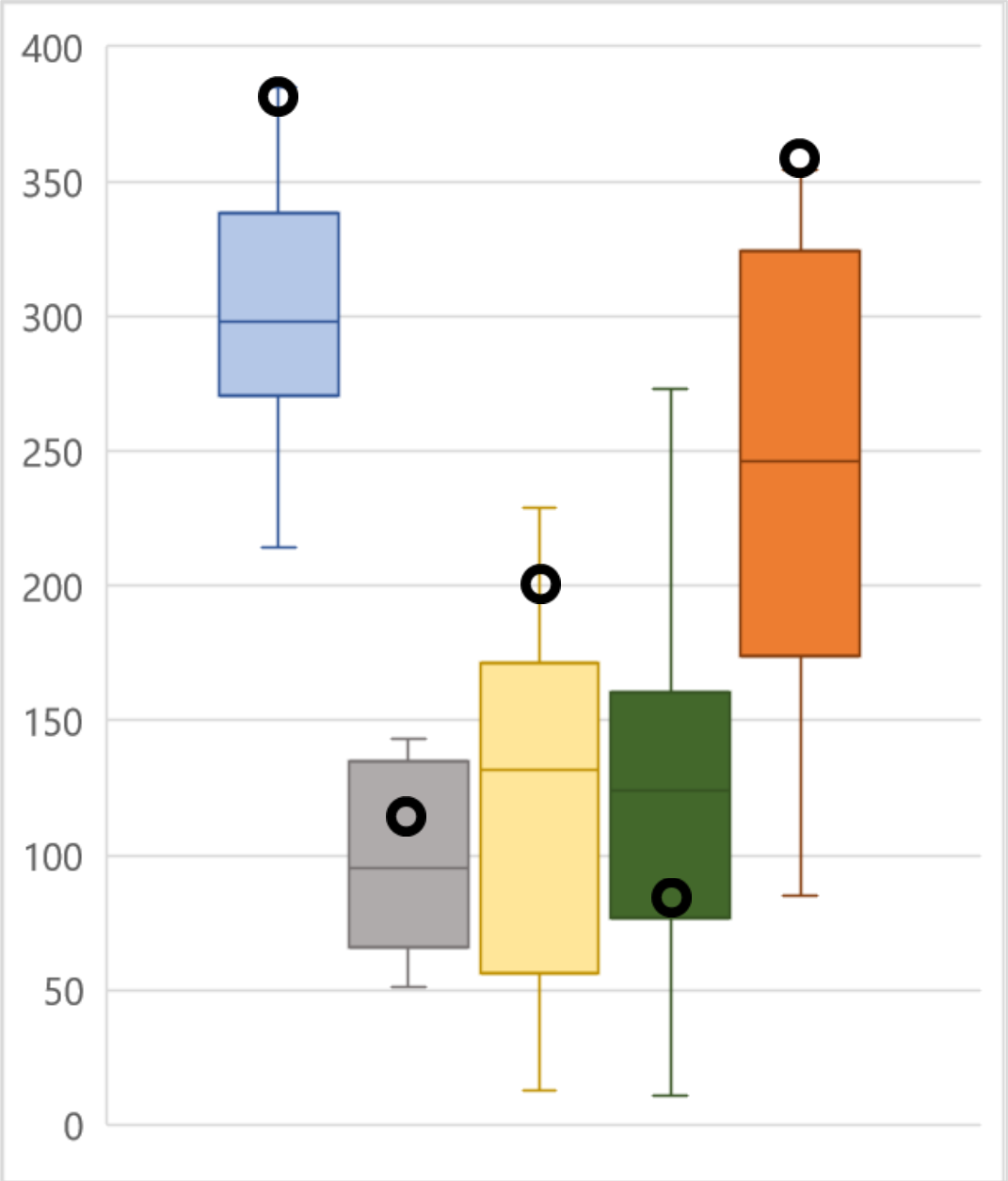
- Faculty resources rank includes five factors from 2019-20 to assess a school's commitment to instruction:
 - Class size (8%)
 - Faculty salary (7%)
 - Percent of faculty with a terminal degree (3%)
 - Percent of faculty who are full-time (1%)
 - Student-to-faculty ratio (1%)



○ UCF

Source: US News 2021 - Academic Insights

Faculty Resource Elements Top 40-51 and UCF



- Class Size Index rank (8%)
- Faculty Compensation rank (7%)
- % faculty Terminal Degree rank (3%)
- % Faculty Full Time rank (1%)
- Student/Teacher Ratio rank (1%)



Faculty Resources

Class Size (8%) and S-F Ratio Rank Comparison



School	Public Rank	Class Size Index Rank	Student-to-Faculty Ratio Rank
UCF	77	382	360
Auburn	40	298	324
USF	46	266	346
U Delaware	40	339	85
Temple U	46	214	113
U Oregon	46	335	194

Black: UCF and 7 other schools (not shown) where Class Size and S-F Ratio are similar

Green: Class Size Index better than S-F Ratio

Blue: Class Size Index more than 100 points higher than S-F Ratio



Key Takeaways

- UCF is strong in student outcome metrics (40%)
- Opportunities for improvement:
 - Faculty Resources (20%)
 - Class Size (8%)
 - Percent of faculty with terminal degree (3%)
 - Student-to-Faculty ratio (1%)
 - Expert Opinion (20%)
 - Financial Resources (10%)
 - Alumni Giving (3%)



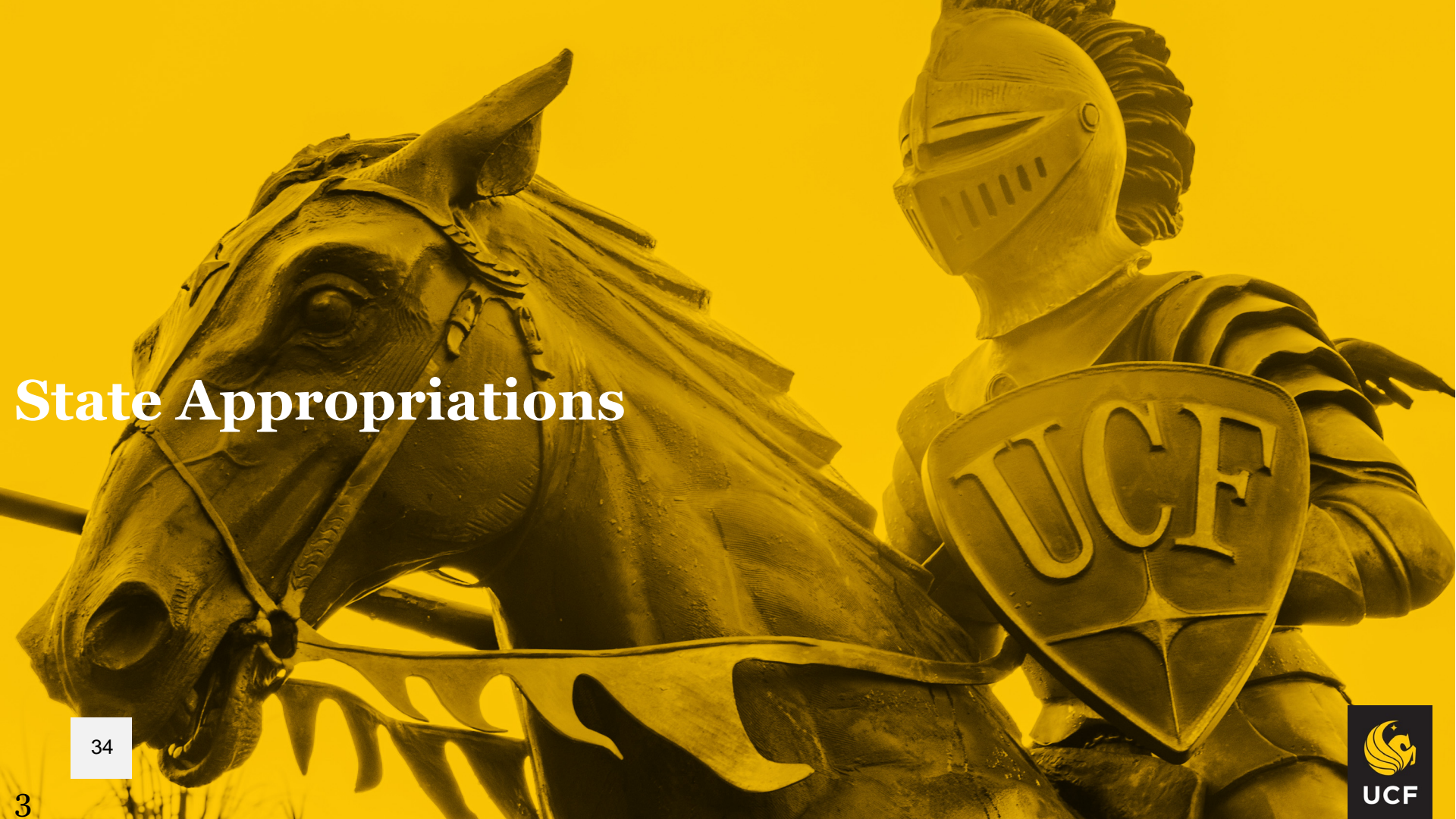
The background image is a photograph of a large, modern university building with a curved facade and many windows. In the foreground, there is a large, circular fountain with several water jets. Two people are sitting on the grass in the lower left corner, looking towards the fountain. The entire image has a warm, yellowish-gold color overlay. The text "Financial Overview Board of Trustees Retreat December 3, 2020" is written in white, serif font, centered on the right side of the image.

Financial Overview Board of Trustees Retreat December 3, 2020

Agenda

- State Appropriations
- University Budget Update
- Enrollment and Tuition Revenue
- E&G Carryforward Update
- Strategic Investment Fund
- Additional Updates





State Appropriations

State Appropriations – Revenue Collections

- **FY 2019-2020: Ended ~~-\$1.8 Billion~~**
- **FY 2020-21: ~~\$93.2 Billion~~ \$92.2 Billion**
 - **CARES Act: \$5.86 Billion**
 - **Reserves: \$4 Billion**
 - **6% Holdback: \$ 750 Million**
 - **General Revenue Collections:**

July 2020:	+\$2.5M	(-\$165.2M)
August 2020:	+\$177.3M	(-\$83.1M)
September 2020:	+\$230.2 M	(-\$145.8M)
October 2020:	+313.5 M	(+\$35.4 M)

State Bond Rating * Gaming Compact * Internet Sales Tax * Education & Health

State Appropriations

- The state “hold-back” of **6%**, or **\$21.2M**, of UCF’s general revenue and lottery appropriations in the current year will likely become permanent during the legislative session.
- As additional state cuts are considered, each 1% reduction to our E&G appropriations would reduce revenue by \$3.5 million.
- If the state imposed an **additional 2.5%** decrease (an **additional \$8.8M**) to our base budget in the current year, the overall impact would be an estimated **\$30M** decrease in general revenue and lottery funds.

University Budget Update

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FY21 Continuation Budget Update - Summary

	FY 2021 Continuation Budget	FY 2021 Projected Budget	\$ Variance	% Variance
Operating Revenues:				
Education and General (Main)	\$ 644,101,818	\$ 647,072,788	\$ 2,970,970	0.5%
Education and General (COM)	46,782,551	49,567,523	2,784,972	6.0%
Education and General (FCSWUA)	8,984,565	8,984,565	-	0.0%
Contracts & Grants	194,333,783	240,953,312	46,619,529	24.0%
Auxiliaries	288,227,216	290,602,265	2,375,049	0.8%
Local Funds	761,359,922	776,327,540	14,967,618	2.0%
Faculty Practice Plan	9,603,362	14,337,356	4,733,994	49.3%
Total Operating Revenues	1,953,393,217	2,027,845,349	74,452,132	3.8%
Operating Expenditures:				
Education and General (Main)	644,101,818	647,072,788	2,970,970	0.5%
Education and General (COM)	46,782,551	49,567,523	2,784,972	6.0%
Education and General (FCSWUA)	8,984,565	8,984,565	-	0.0%
Contracts and Grants	188,528,000	234,462,448	45,934,448	24.4%
Auxiliaries	302,385,900	310,386,862	8,000,962	2.6%
Local Funds	760,854,854	772,048,884	11,194,030	1.5%
Faculty Practice Plan	9,603,362	6,837,356	(2,766,006)	(28.8%)
Total Operating Expenditures	1,961,241,050	2,029,360,426	68,119,376	3.5%

Projected Budgeted to Actuals - Summary

	FY 2021 Projected Budget	3-Month Actuals As of 09/30/20	Projected Remaining Budget \$	Projected Budget Realized %
Operating Revenues:				
Education and General (Main)	\$ 647,072,788	\$ 209,630,832	\$ 437,441,956	32.4%
Education and General (COM)	49,567,523	11,528,912	38,038,611	23.3%
Education and General (FCSWUA)	8,984,565	2,111,376	6,873,189	23.5%
Contracts & Grants	240,953,312	66,266,619	174,686,693	27.5%
Auxiliaries	290,602,265	76,120,814	214,481,451	26.2%
Local Funds	776,327,540	272,704,403	503,623,137	35.1%
Faculty Practice Plan	14,337,356	9,553,305	4,784,051	66.6%
Total Operating Revenues	2,027,845,349	647,916,261	1,379,929,088	32.0%
Operating Expenditures:				
Education and General (Main)	647,072,788	133,761,990	513,310,798	20.7%
Education and General (COM)	49,567,523	8,613,468	40,954,055	17.4%
Education and General (FCSWUA)	8,984,565	839,369	8,145,196	9.3%
Contracts and Grants	234,462,448	60,301,331	174,161,117	25.7%
Auxiliaries	310,386,862	69,427,370	240,959,492	22.4%
Local Funds	772,048,884	266,535,029	505,513,855	34.5%
Faculty Practice Plan	6,837,356	1,875,965	4,961,391	27.4%
Total Operating Expenditures	2,029,360,426	541,354,522	1,488,005,904	26.7%

Year Over Year Actuals Analysis - Summary

	3-Month Actuals As of 09/30/20	3-Month Actuals As of 09/30/19	\$ Variance	% Variance
Operating Revenues:				
Education and General (Main)	\$ 209,630,832	\$ 212,316,335	\$ (2,685,503)	(1.3%)
Education and General (COM)	11,528,912	11,626,799	(97,887)	(0.8%)
Education and General (FCSWUA)	2,111,376	2,246,141	(134,765)	(6.0%)
Contracts & Grants	66,266,619	47,414,675	18,851,944	39.8%
Auxiliaries	76,120,814	86,984,231	(10,863,417)	(12.5%)
Local Funds	272,704,403	283,128,591	(10,424,188)	(3.7%)
Faculty Practice Plan	9,553,305	2,016,541	7,536,764	373.7%
Total Operating Revenues	647,916,261	645,733,313	2,182,948	0.3%
Operating Expenditures:				
Education and General (Main)	133,761,990	134,511,035	(749,045)	(0.6%)
Education and General (COM)	8,613,468	8,877,196	(263,728)	(3.0%)
Education and General (FCSWUA)	839,369	982,030	(142,661)	(14.5%)
Contracts and Grants	60,301,331	44,525,725	15,775,606	35.4%
Auxiliaries	69,427,370	67,403,026	2,024,344	3.0%
Local Funds	266,535,029	267,067,597	(532,568)	(0.2%)
Faculty Practice Plan	1,875,965	2,255,761	(379,796)	(16.8%)
Total Operating Expenditures	541,354,522	525,622,370	15,732,152	3.0%



Enrollment and Tuition Revenue

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Enrollment and Tuition Revenue

	Summer 2020 Credit Hours				Rate per SCH		Financial Impact
	7/1/2019	6/29/2020	SCH Diff	% SCH Diff	FL Resident	Non-FL Resident	
FTIC	124,190	143,548	19,358	15.6%	\$ 149.27	\$ 660.33	\$ 3,878,879
Transfer	139,142	152,748	13,606	9.8%	\$ 149.27	\$ 660.33	2,726,316
Graduate	32,061	33,735	1,674	5.2%	\$ 288.16	\$ 785.15	<u>565,576</u>
	295,393	330,031	34,638	11.7%			\$ 7,170,771

	Fall 2020 Credit Hours				Rate per SCH		Financial Impact
	09/02/2019	08/31/2020	SCH Diff	% SCH Diff	FL Resident	Non-FL Resident	
FTIC	359,423	380,745	21,322	5.9%	\$ 149.27	\$ 660.33	\$ 4,272,417
Transfer	327,850	330,330	2,480	0.8%	\$ 149.27	\$ 660.33	496,932
Graduate	65,669	68,673	3,004	4.6%	\$ 288.16	\$ 785.15	<u>1,014,928</u>
	752,942	779,748	26,806	3.6%			\$ 5,784,277

Enrollment and Tuition Revenue (continued)

Spring 2021 Enrollment as of November 30, 2020
(Approximately 75% Completed)

SCH	Current Year	Previous Year	% Change
As of Nov. 16, 2020	473,971	453,054	4.6%
As of Nov. 23, 2020	514,525	495,893	3.8%
As of Nov. 30, 2020	536,093	539,793	-0.7%
Final SCH		712,166	

Enrollment and Tuition Revenue (continued)

- Each 1% increase in tuition and fees generates approximately \$3.2 million.
- Each additional 100 full-time undergraduate students generates approximately \$319,000 in tuition and fees per semester or \$957,000 across three semesters.





E&G Carryforward Update

E&G Carryforward Update

- August 2020 – Provided for Board approval the full details of the university's \$258.7 million 2020-21 E&G carryforward plan, which included:
 - \$50 million for the Knight Vision ERP project
 - \$48 million for the 7% statutory reserve
 - \$24 million held-back from units to support strategic initiatives
- December 31, 2020 - Will compile details of the university's progress of spending towards that plan
- January 2021 - Anticipate a data request from the BOG for a 2020-21 carryforward spending plan as of December 31 and will provide this information to you as well

Progress Towards Strategic Investment Fund

47

Strategic Investment Fund

- In July 2020, the President and Provost announced the creation of a Strategic Investment Fund to realign recurring resources that could be strategically invested in our academic mission.
- Every college and administrative division would contribute 3% of their recurring E&G budget towards the Strategic Investment Fund.
- Administrative units were also required to present plans to the University Budget Committee to absorb an additional 3% contribution to the investment fund.
- Final recommendations will be submitted to the President by the end of the calendar year.

Strategic Investment Fund (continued)

	Academic Affairs – Colleges	Academic Affairs Division	Administration Division	Finance Division	President's Division	→ Potential Contribution to Strategic Fund
Initial 3 Percent Reallocation	\$8,911,050	\$4,684,411	\$2,276,584	\$136,662	\$1,024,542	\$17,033,249
Additional 3 Percent Reallocation		\$4,806,633	\$2,276,584	\$136,662	\$902,320	\$8,122,199
Redistribution to Strategic Fund	\$8,911,050	\$9,491,044	\$4,553,168	\$273,324	\$1,926,862	→ \$25,155,448



Additional Updates

50

Internal Loans - Reimbursement/Payback Schedule

		Year 1		Year 1	Year 2	Year 3
		Original Schedule		Actual	FISCAL	FISCAL
		2020		2020	2021	2022
UNIVERSITY RESOURCES INTERNAL LOANS						
1	Beginning Balance	\$ 39,716,298		\$ 39,716,298	\$ 47,053,223	\$ 45,344,187
2	Second Internal Loan Established	21,360,231		21,360,231	-	-
3	Restoration of E&G carryforward funds for furniture, fixtures, and equipment/Downtown Academic Building	5,000,000		5,000,000	7,328,639	5,000,000
4	Less: Return of internal loan overfunding of Downtown Academic Building	(5,132,316)		(5,132,316)		
5	Less: Cost Savings Realized from Capital Projects			(3,532,918)		
6	Downtown Project Cost Savings Leveraged for Other Downtown Project Overruns				1,312,324	
7	Estimated non-E&G interest earnings	(2,500,000)		(2,500,000)	(2,500,000)	(2,500,000)
8	Estimated auxiliary contribution (1% auxiliary OH)	(1,250,000)		(1,252,316)	(1,250,000)	(1,250,000)
9	Estimated auxiliary late fees (E&G fund exchange)	(1,500,000)		(1,500,000)	(1,500,000)	(1,500,000)
10	Additional research overhead	(3,350,000)		(3,350,000)	(3,350,000)	(1,300,000)
11	Estimated research overhead for Research I & CREOL expansion (3% research OH)	(600,000)		(605,756)	(600,000)	(594,244)
	Additional research overhead for Research I & CREOL expansion (E&G fund exchange)	(1,150,000)		(1,150,000)	(1,150,000)	
51	Ending Balance	\$ 50,594,213		\$ 47,053,223	\$ 45,344,187	\$ 43,199,943



Monitoring Internal Loan Progress

Current Unrestricted Cash Balance

\$56,424,574

Sum Total Amt

Current Auxiliary Loan Balance

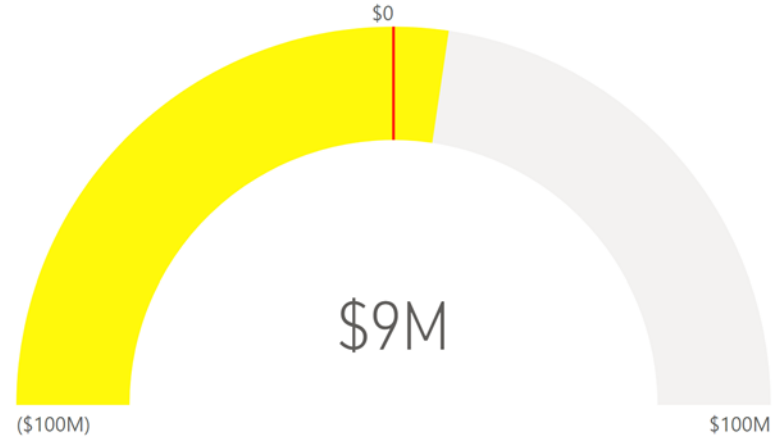
\$47,053,223

AUX Loan Amount

Unrestricted Cash in Excess of
Collateral

\$9,371,351

Unrestricted Cash in Excess of
Collateral



University and DSO Debt Summary

University Debt Summary

As of June 30, 2020

	Total Debt Outstanding	Debt Service FY 2021	Coverage Ratio		Debt Ratings		
			Actual	Required	Moodys	S&P	Fitch
University Issued Bonds							
Parking Bonds							
Parking Series 2011	\$ 1,035,000	\$ 546,150					
Parking Series 2012	5,510,000	558,850					
Parking Series 2018	3,345,000	942,250					
Parking Series 2019	5,915,000	830,750					
Total Parking Bonds	15,805,000	2,878,000	4.35	1.20	Aa2	AA-	AA-
Housing Bonds							
Housing Series 2012	54,140,000	4,403,650					
Housing Series 2018	20,400,000	3,930,375					
Total Housing Bonds	74,540,000	8,334,025	0.88	1.20	Aa3	A+	A+
Total University Issued Bonds	\$ 90,345,000	\$ 11,212,025					

University and DSO Debt Summary (continued)

DSO Debt Summary

As of June 30, 2020

	Total Debt Outstanding	Debt Service FY 2021	Coverage Ratio		Debt Ratings		
			Actual	Required	Moodys	S&P	Fitch
Direct Support Organization Debt							
UCF Convocation Corporation							
Housing Series 2018 (Nontaxable)	\$ 95,670,000	\$ 8,053,632	1.98	1.20	UR	UR	UR
Arena Series 2015A (Nontaxable)	48,385,000	1,988,963	1.34	1.20	UR	A+	AA-
Arena Series 2015B (Taxable)	22,140,000	4,024,545	1.34	1.20	UR	A+	AA-
Total UCF Convocation Corporation	166,195,000	14,067,140					
UCF Stadium Corporation							
Series 2015A (Nontaxable)	29,300,000	2,515,919			UR	A+	AA-
Series 2015B (Taxable)	8,485,000	777,185			UR	A+	AA-
Series 2015C Leadership Center (Nontaxable)	2,229,000	330,502			UR	UR	UR
Total UCF Stadium Corporation	40,014,000	3,623,606	4.14	1.20			
UCF Finance Corporation							
Series 2017 Burnett BioMed (Nontaxable)	58,302,000	3,988,796	6.31	1.25	UR	UR	UR
UCF Downtown Construction Note (Nontaxable)	4,045,399	3,550,000	NR	NR	UR	UR	UR
Total UCF Finance Corporation	62,347,399	7,538,796					
UCF Athletics Association							
UCF Loan (Nontaxable)	5,198,890	1,000,000	NR	NR	UR	UR	UR
Roth Athletic Center loan (Nontaxable)	8,550,000	1,315,440	NR	NR	UR	UR	UR
Construction Line of Credit (Nontaxable)	5,375,000	401,172	NR	NR	UR	UR	UR
Operating Line of Credit (Nontaxable)	-	118,828	NR	NR	UR	UR	UR
Total UCF Athletics Association	19,123,890	2,835,440					
UCF Foundation							
Series 2009 (Nontaxable)	9,775,000	1,780,558	3.60	1.50	UR	UR	UR
Series 2017 (Nontaxable)	5,920,000	769,728	NR	NR	UR	UR	UR
Series 2018 (Nontaxable)	5,792,000	402,766	NR	NR	UR	UR	UR
Lake Nona Cancer Center (Nontaxable)	50,000,000	-	NR	NR	UR	UR	UR
Total UCF Foundation	71,487,000	2,953,052					
UCF Hospitality School Foundation							
Series 2004 (Nontaxable)	8,365,000	1,008,252	1.02	1.00	UR	UR	UR
Total UCF Hospitality School Foundation	8,365,000	1,008,252					
Total Direct Support Organization Debt	\$ 367,532,289	\$ 32,026,285					

Any questions?





Economic Outlook

Coronavirus Recession and Recovery



Orlando, FL
December 3rd, 2020

Institute for Economic Forecasting

U.S. Forecast

- The U.S. has exited a deep recession
 - Recession began in March and likely ended in May.
 - Deeper than the Great Recession
 - “Bent V” shaped recovery
 - Recovery will not mirror the recession as in a “V” shape but rather, while still sharp, the recovery will not be as steep as the recession.
 - Public health measures flipped the off switch for large swaths of the economy
 - Reimplementation of shut-downs would plunge economy into an even more severe recession.





The National Debt

We got \$27 trillion problems...

But Fitch ain't one

Yet

The National Debt

How does this level of debt compare to other countries?

At the peak of the debt crisis, Greece had \$380 billion in debt.

The U.S. has run deficits in a *single quarter* greater than the total Greek debt

What matters is the ability to service the debt

Institute for Economic Forecasting



The National Debt

Debt to GDP Ratio



Country	Debt/GDP (%)
Japan	235.6
Greece	183.5
Barbados	149.1
Lebanon	145.5
United States	137.0
Eritrea	132.8
Italy	132.0
Portugal	129.9
Republic of Congo	128.7
Cabo Verde	127.6
Mozambique	121.6
Bhutan	114.2
Jamaica	113.6

The National Debt

In Ernest Hemingway's *The Sun Also Rises*, there is the following exchange between two characters, Bill Gorton and Mike Campbell:

"How did you go bankrupt? Bill asked.

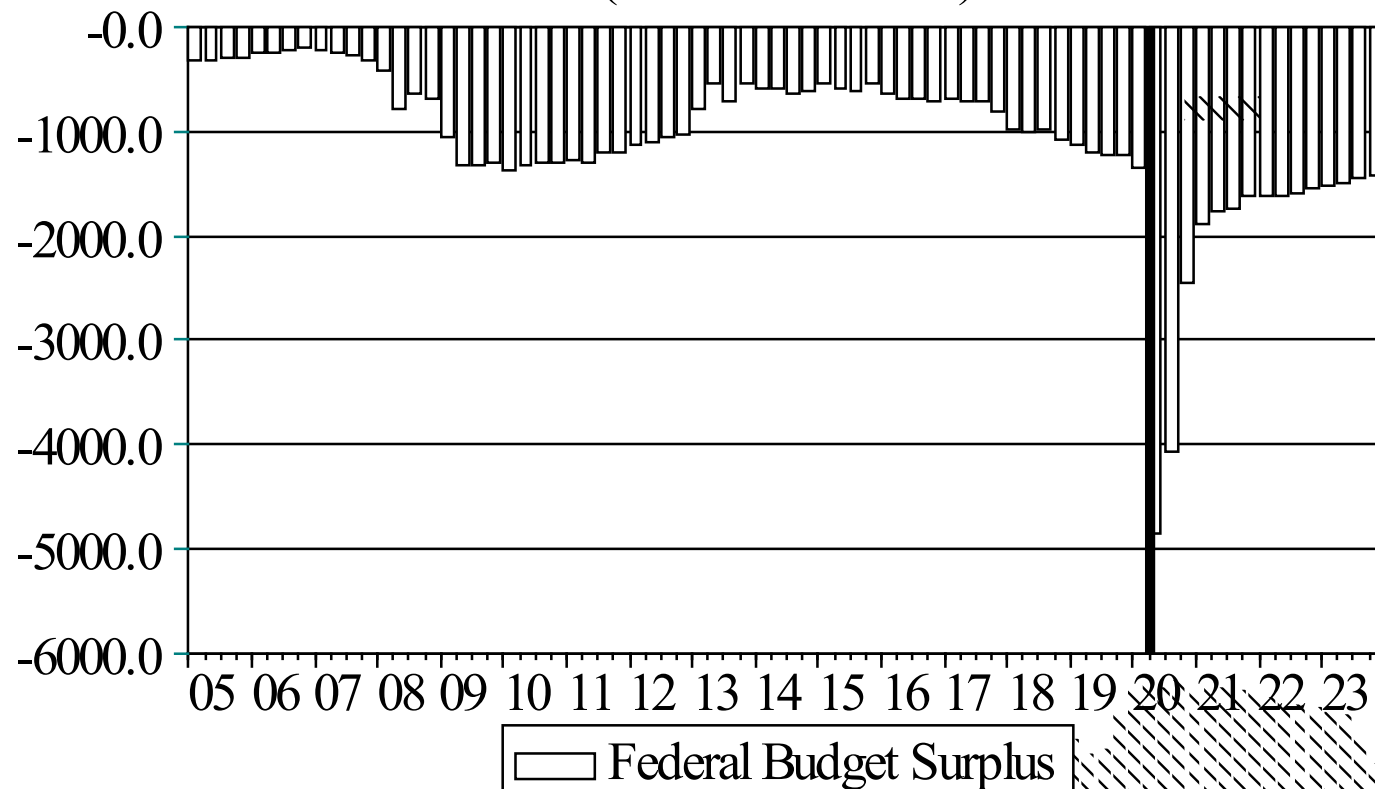
"Two ways," Mike said.

"Gradually and then suddenly."

U.S. Forecast

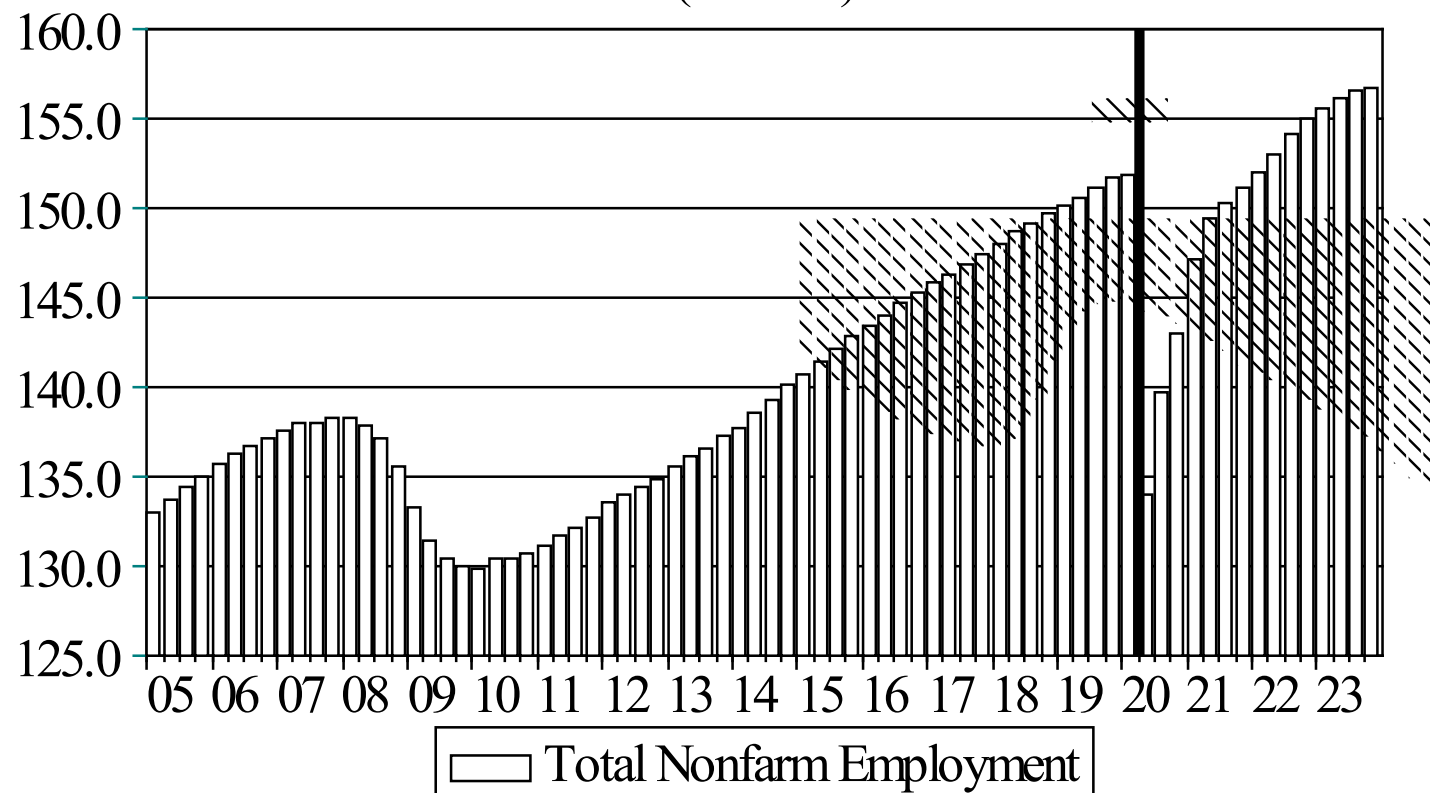


Federal Budget Surplus (Billions of Dollars)



U.S. Forecast

Total Nonfarm Payroll Employment (Millions)



Institute for Economic Forecasting



- How is the COVID-19 pandemic affecting the economic prospects of people, businesses, and communities across the United States?
- Traditional economic indicators lack the timeliness and granularity needed to answer these questions rapidly.
- The Opportunity Insights Economic Tracker combines anonymized data from leading private companies – from credit card processors to payroll firms – to provide a real-time picture of indicators such as employment rates, consumer spending, and job postings across counties, industries, and income groups.

U.S. Forecast



	2019	2020	2021	2022	2023
Real GDP % Change, Annual Rate	2.3	-2.6	5.3	1.9	1.5
Unemployment Rate %	3.7	8.1	5.6	4.4	4.0
Payroll Employment % Change Year ago	1.4	-4.9	4.0	2.2	1.8
Consumption % Change, Annual Rate	2.6	-3.2	6.8	2.1	1.5

Institute for Economic Forecasting

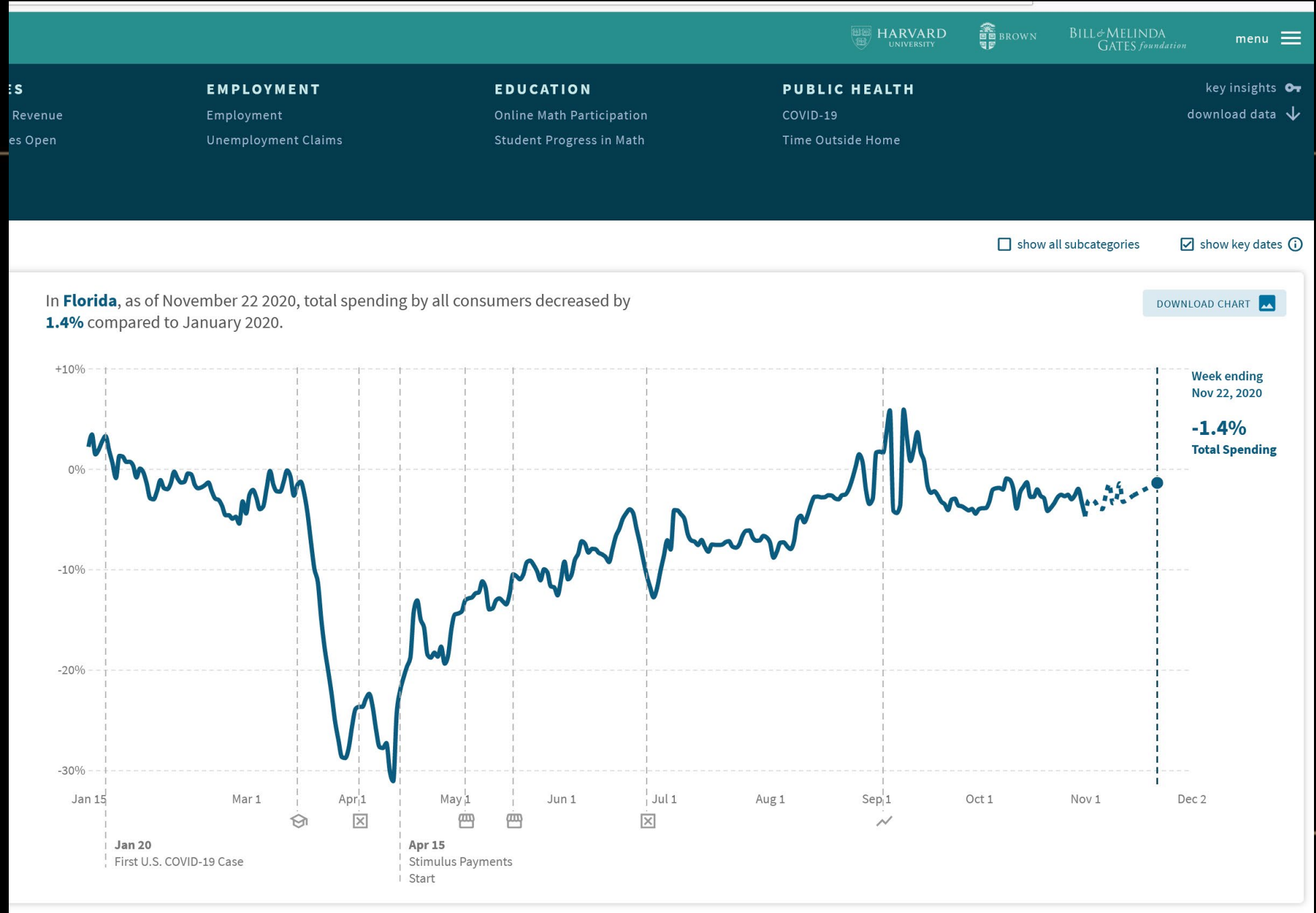
U.S. Forecast



	2020Q1	2020Q2	2020Q3	2020Q4	2021Q1	2021Q2
GDP						
% Change, Annual Rate	-5.0	-31.8	38.7	9.8	5.3	2.1
Unemployment Rate						
	3.8	13.0	8.4	7.2	6.2	5.8
Payroll Employment						
% Change Year ago	0.35	13.0	8.4	7.2	6.2	5.8
Consumption						
% Change, Annual Rate	-6.8	-34.1	43.2	9.9	7.1	4.5

Institute for Economic Forecasting





Florida Forecast



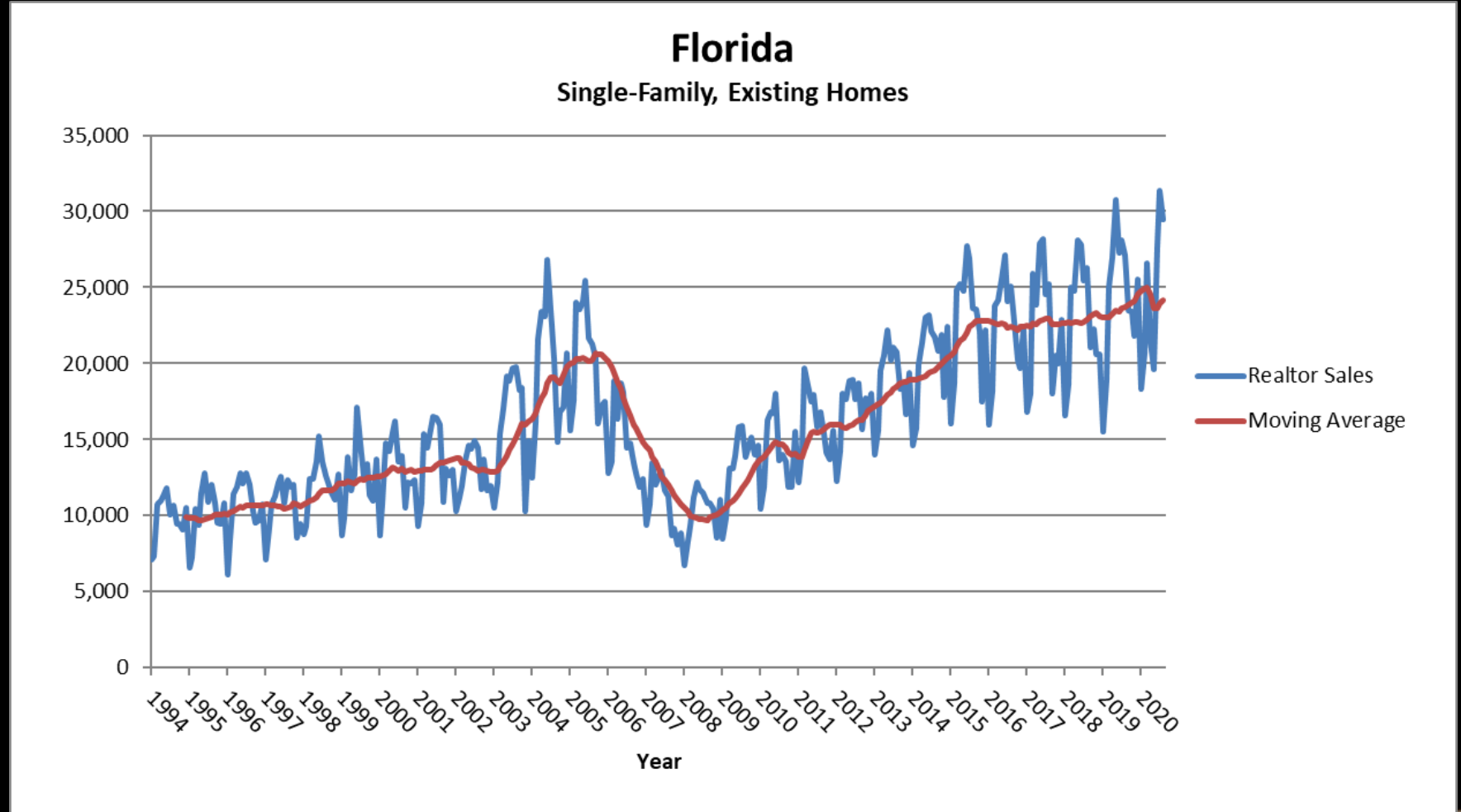
	2019	2020	2021	2022	2023
Real State GDP % Change, Annual Rate	2.8	-6.0	7.6	4.3	4.4
Unemployment Rate %	3.1	8.2	5.5	3.6	3.2
Payroll Employment Thousands	8,954.8	8,334.5	8,850.6	9,162.2	9,421.8

Florida Forecast



	2020Q1	2020Q2	2020Q3	2020Q4	2021Q1	2021Q2
State GDP % Change Year ago	0.8	-11.3	-8.3	-5.2	-1.2	0.8
Unemployment Rate %	3.3	11.8	9.0	8.6	6.5	3.3
Payroll Employment (thousands)	9,058	7,796	8,123	8,361	8,680	8,836

Florida Forecast

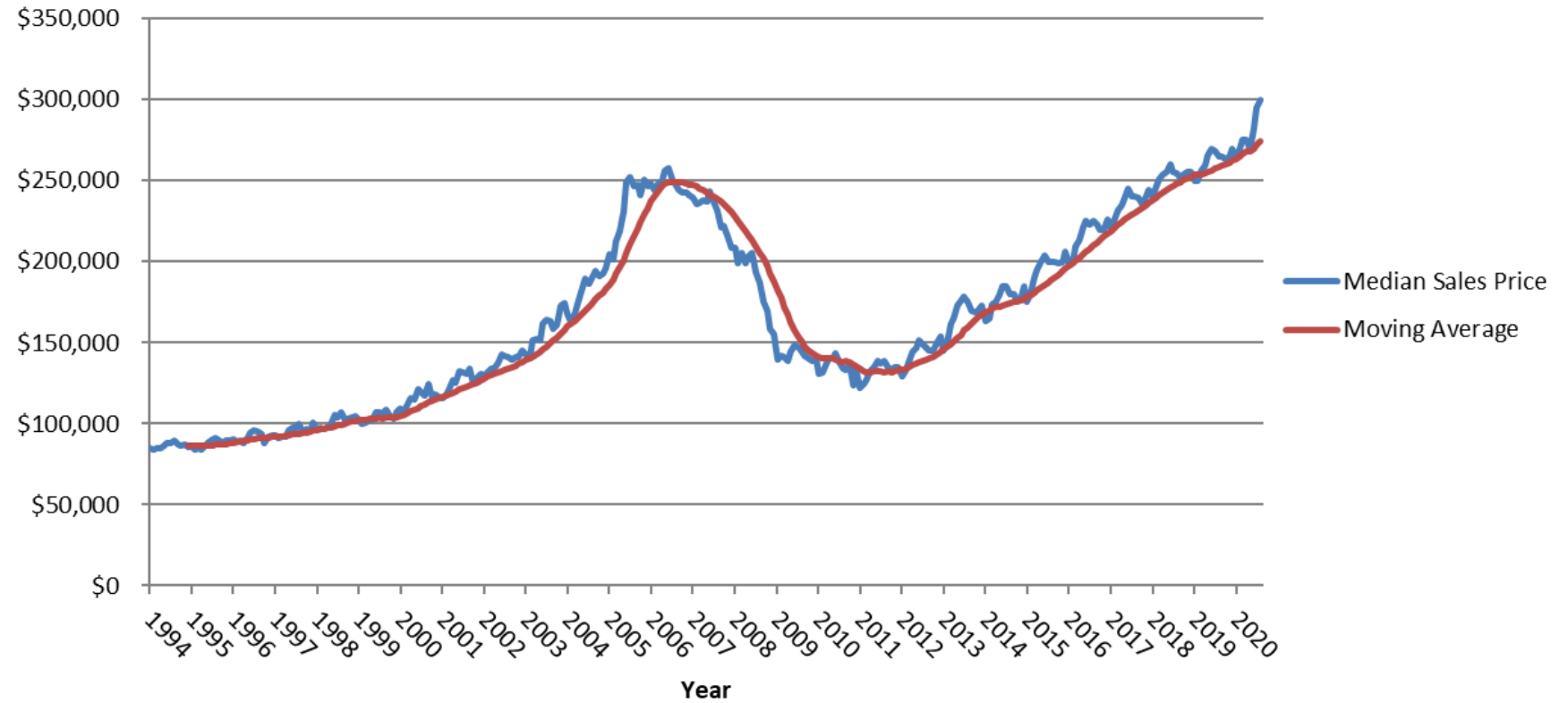


Institute for Economic Forecasting

Florida Forecast



Florida
Single-Family, Existing Homes



Institute for Economic Forecasting

Florida Housing Market



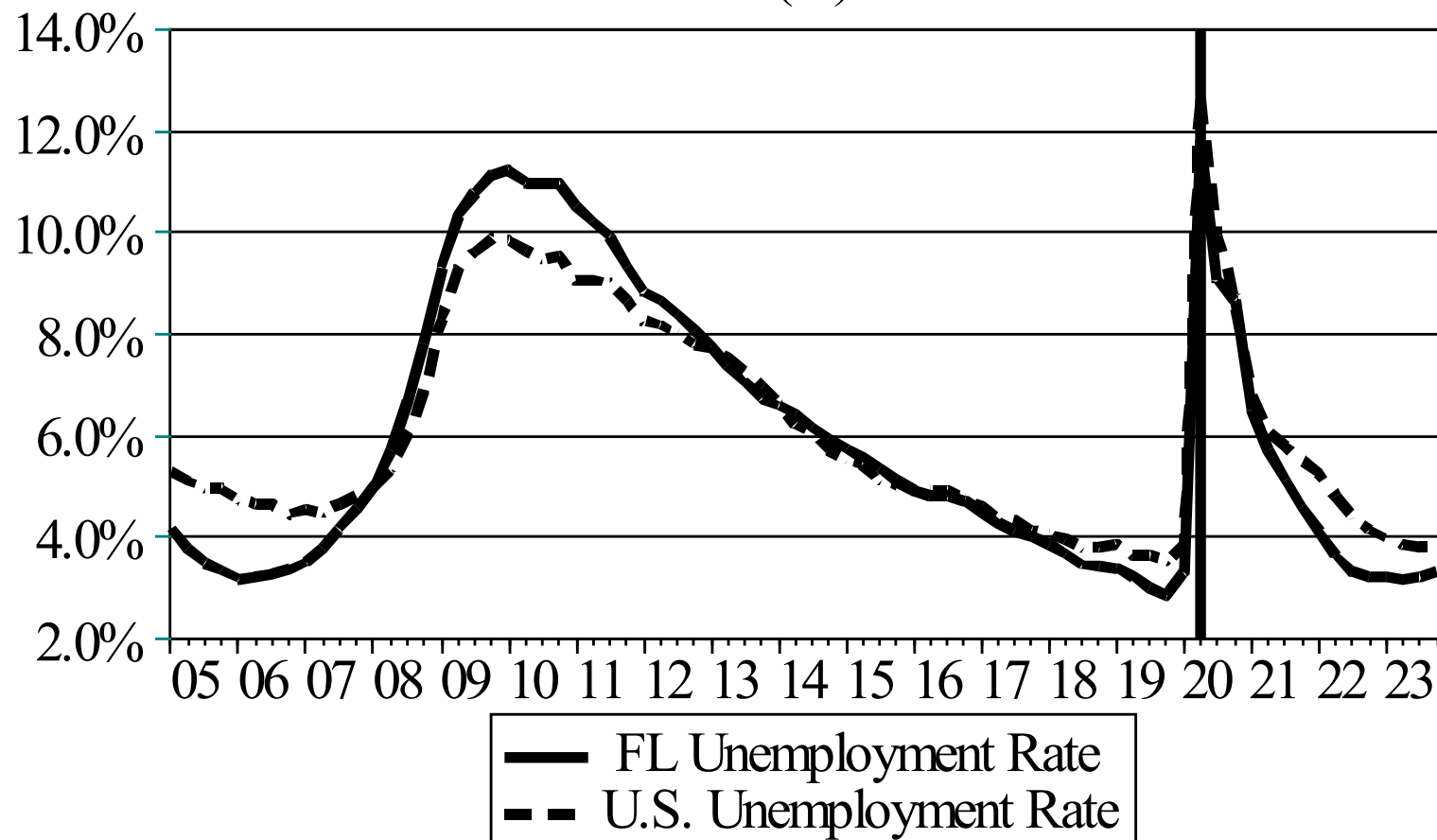
	September 2020	September 2019	Percent change
Closed Sales	28,675	23,510	22.0%
Median Sale Price	\$300,000	\$265,000	13.2%
Median Days on Market	23	39	-41.0%
Inventory (Months Supply)	2.2	3.6	-38.9%

Institute for Economic Forecasting



Florida Forecast

Florida & U.S. Unemployment Rate (%)

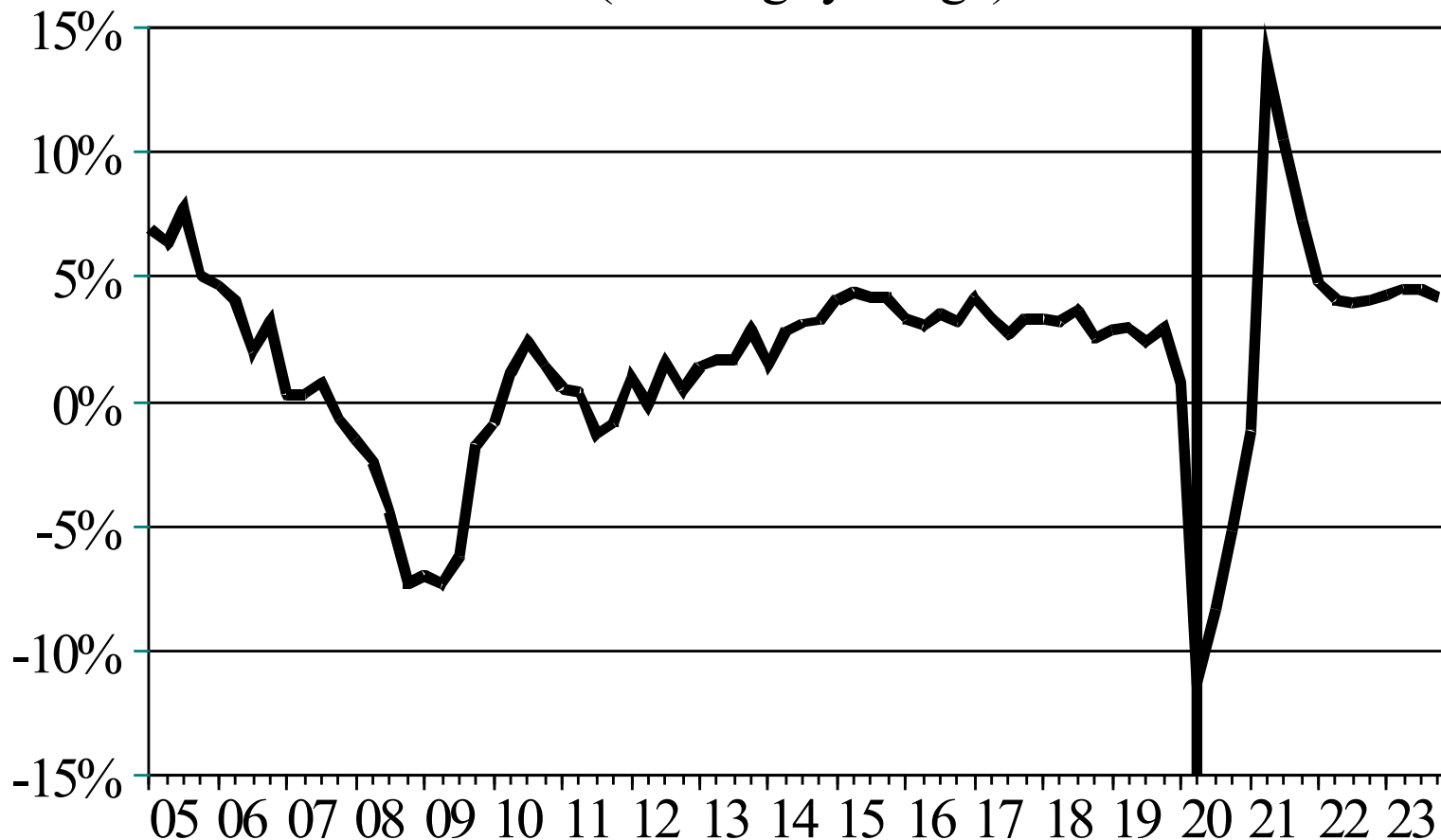


Institute for Economic Forecasting



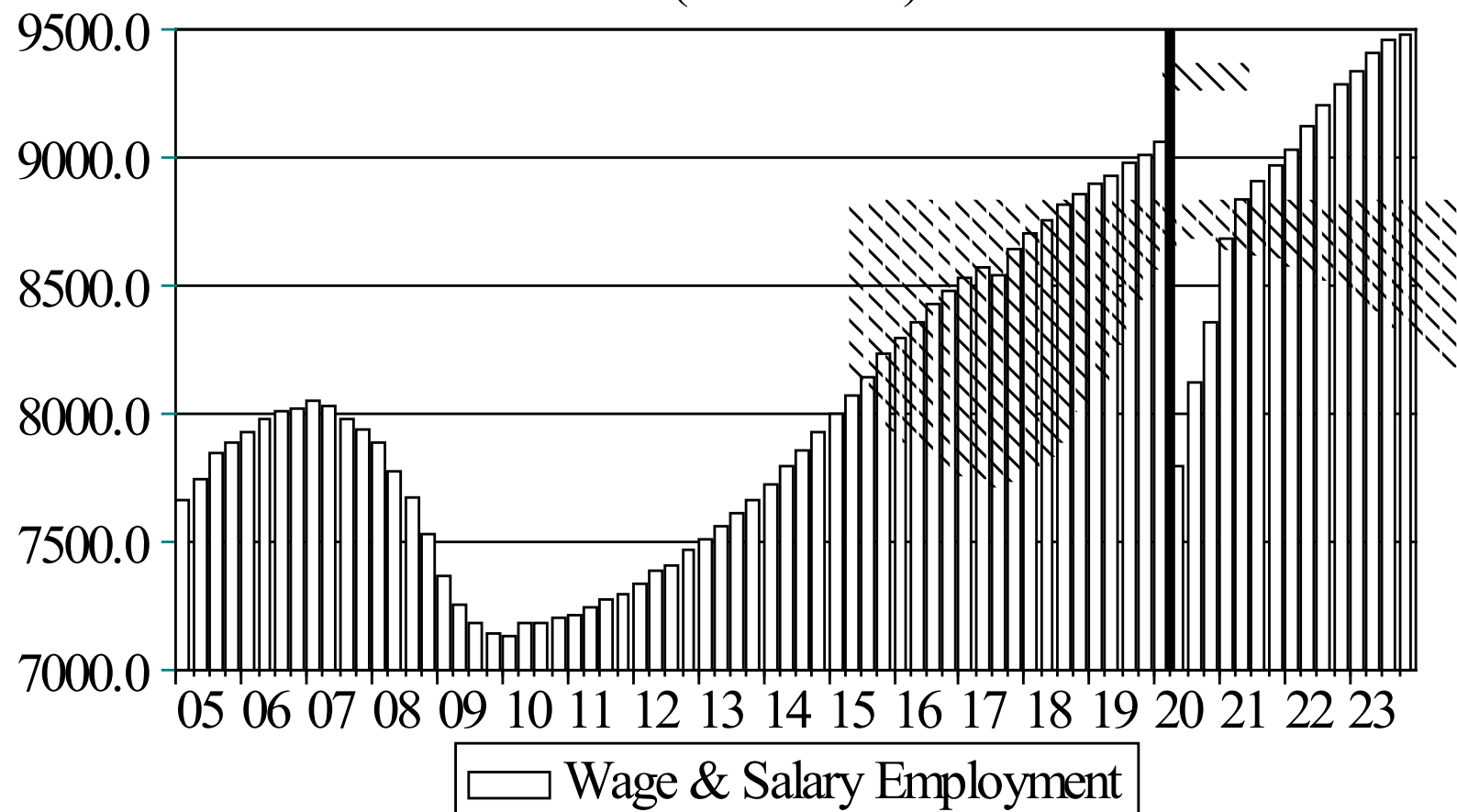
Florida Forecast

Florida Real Gross State Product (% change year ago)



Florida Forecast

Florida Employment (Thousands)



Institute for Economic Forecasting

2020-2023 Averages; Q3 2020 Forecast



Florida

Sector	% Average Annual Growth
Leisure & Hospitality	4.8
Professional & Business Services	4.2
Education-Health Services	3.5
Trade, Transportation & Utilities	1.2
Financial	1.1
State & Local Government	1.0
Construction	0.9
Information	0.9
Federal Government	0.8
Manufacturing	-1.7



2020-2023 Averages; Q3 2020 Forecast



Region	Population Growth	
	Average % Chg	Rank
Florida	1.0	---
Deltona	1.1	5
Gainesville	0.1	11
Jacksonville	1.3	3
Lakeland	1.7	1
Miami	0.6	9
Naples	1.5	2
Ocala	1.2	4
Orlando	1.4	3
Palm Bay	0.9	7
Pensacola	0.7	8
Tallahassee	0.5	10
Tampa	1.0	6

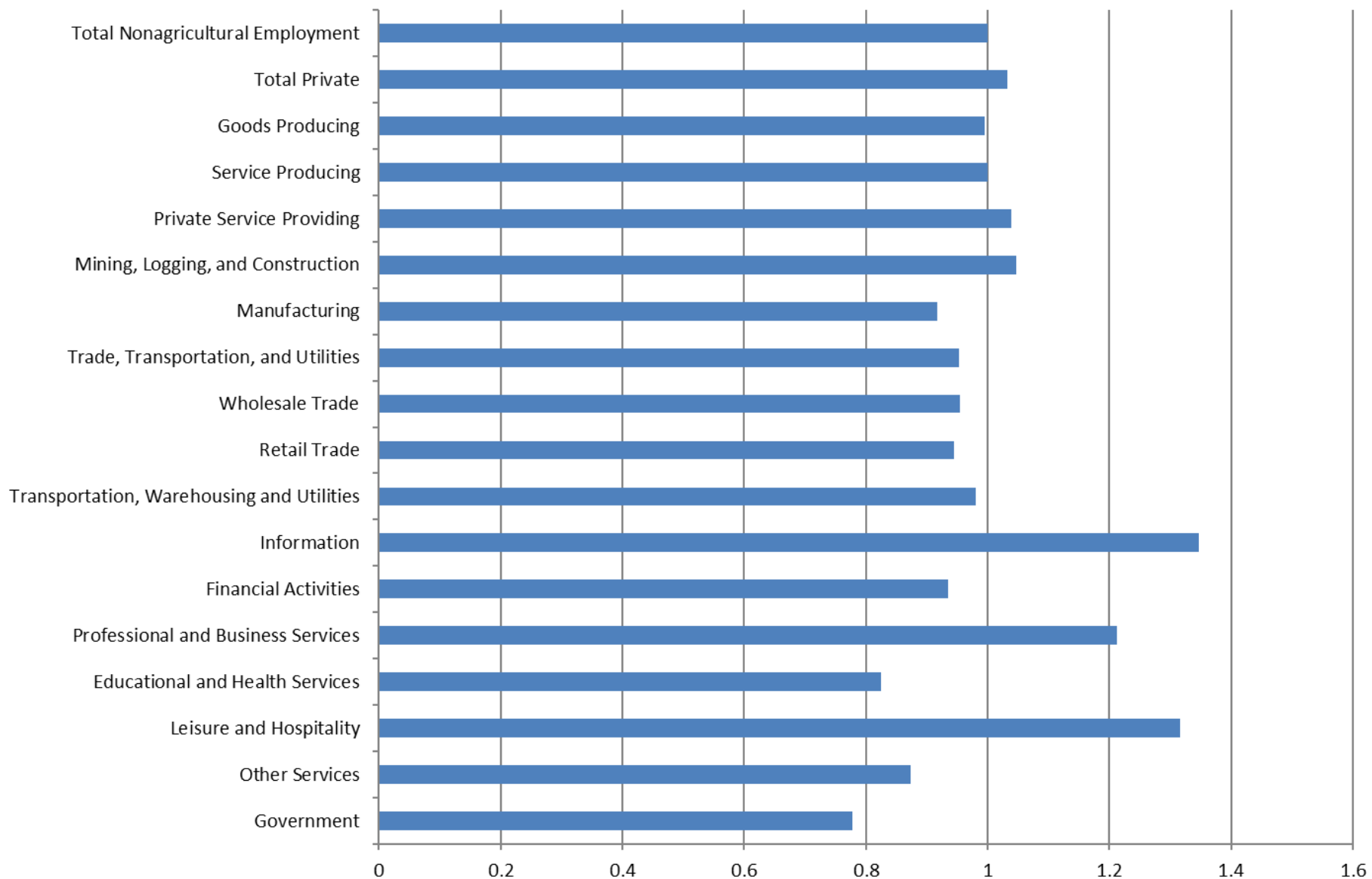
2020-2023 Averages; Q3 2020 Forecast



Region	Employment Growth	
	Average % Chg	Rank
Florida	1.5	---
Deltona	0.7	10
Gainesville	1.0	6
Jacksonville	1.4	3
Lakeland	0.8	7
Miami	0.8	8
Naples	2.2	1
Ocala	1.2	5
Orlando	2.0	2
Palm Bay	1.0	6
Pensacola	0.5	12
Tallahassee	0.7	9
Tampa	1.3	4



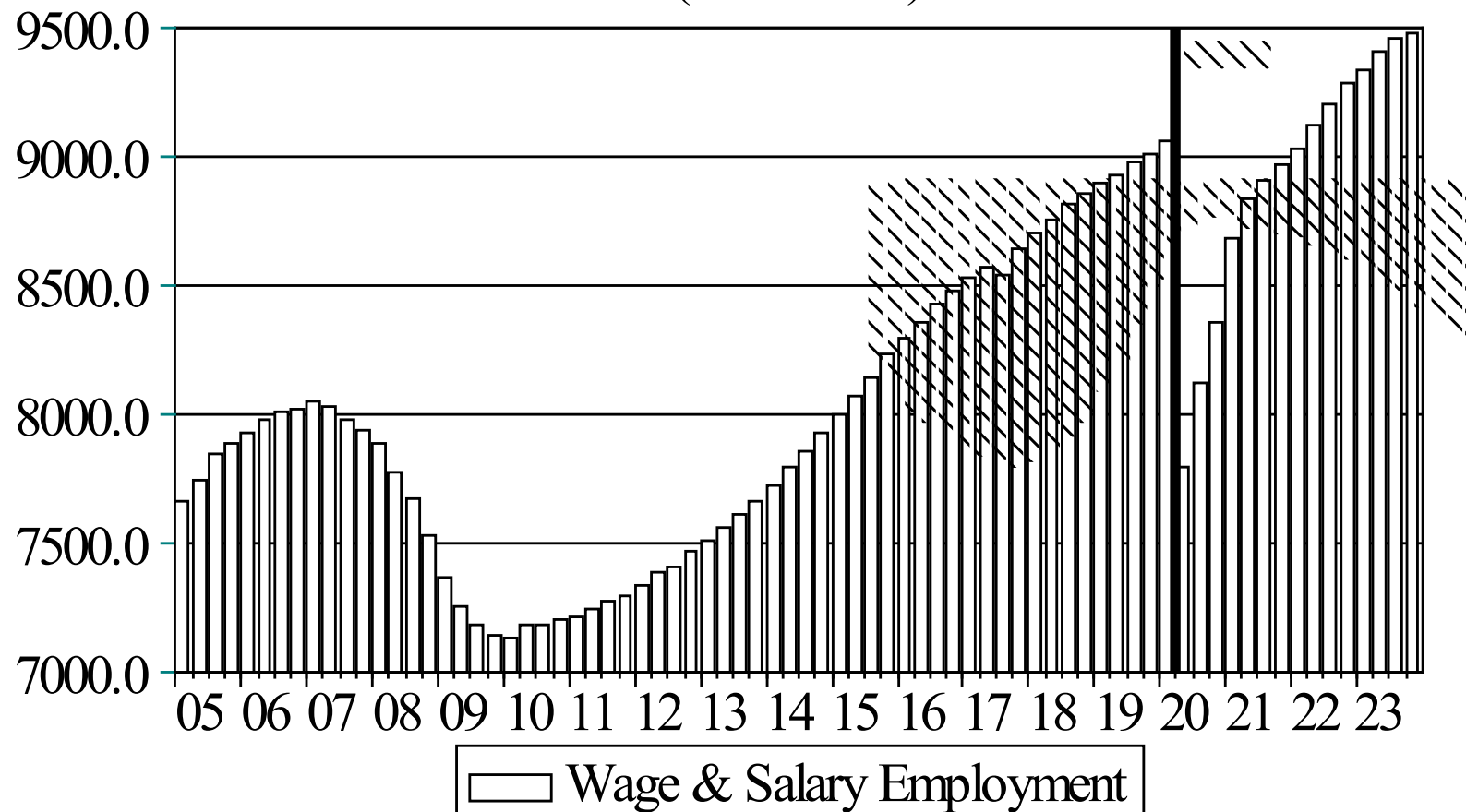
Orlando - Kissimmee - Sanford MSA Industry Location Quotients



Orlando Forecast



Florida Employment (Thousands)

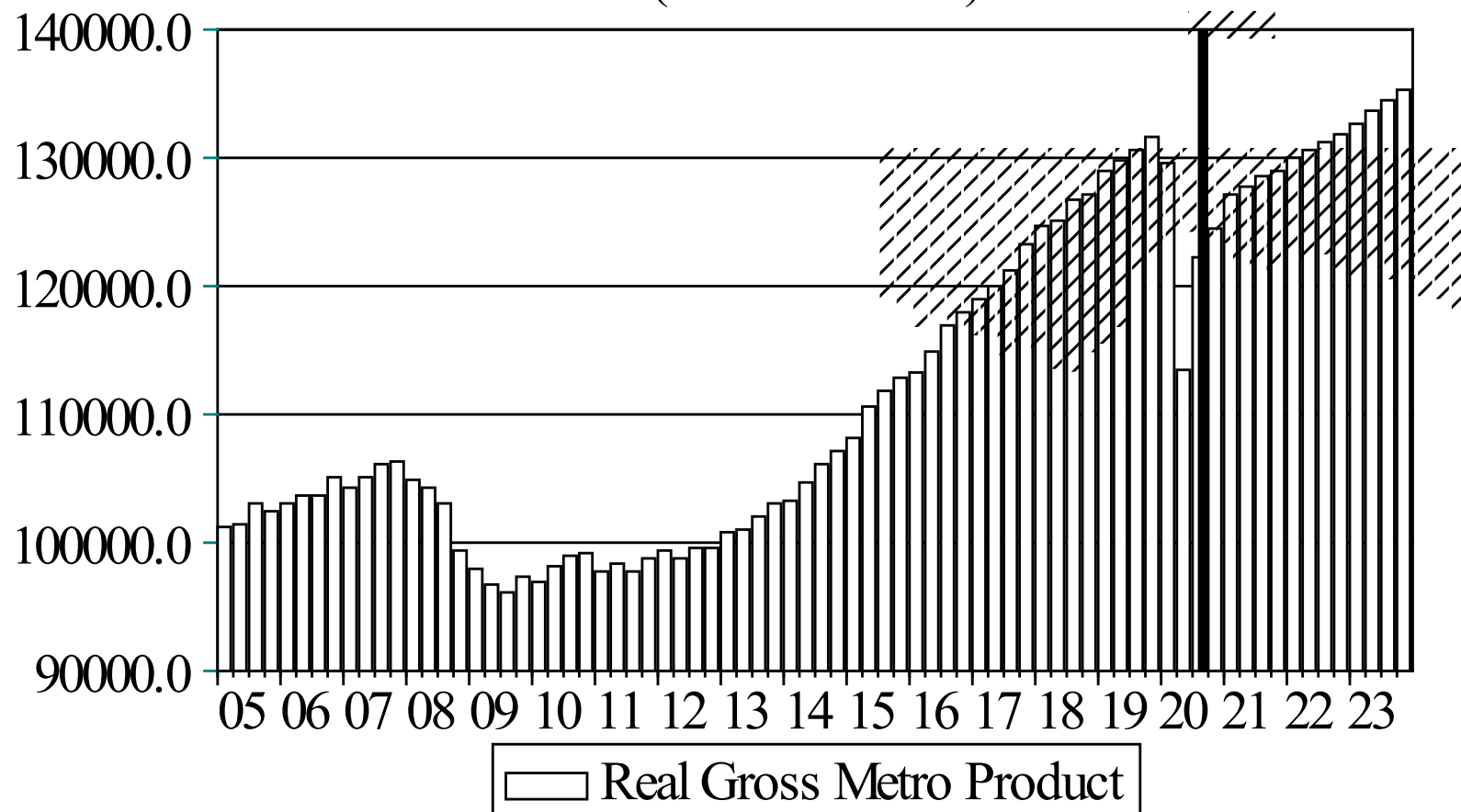


Institute for Economic Forecasting

Orlando Forecast



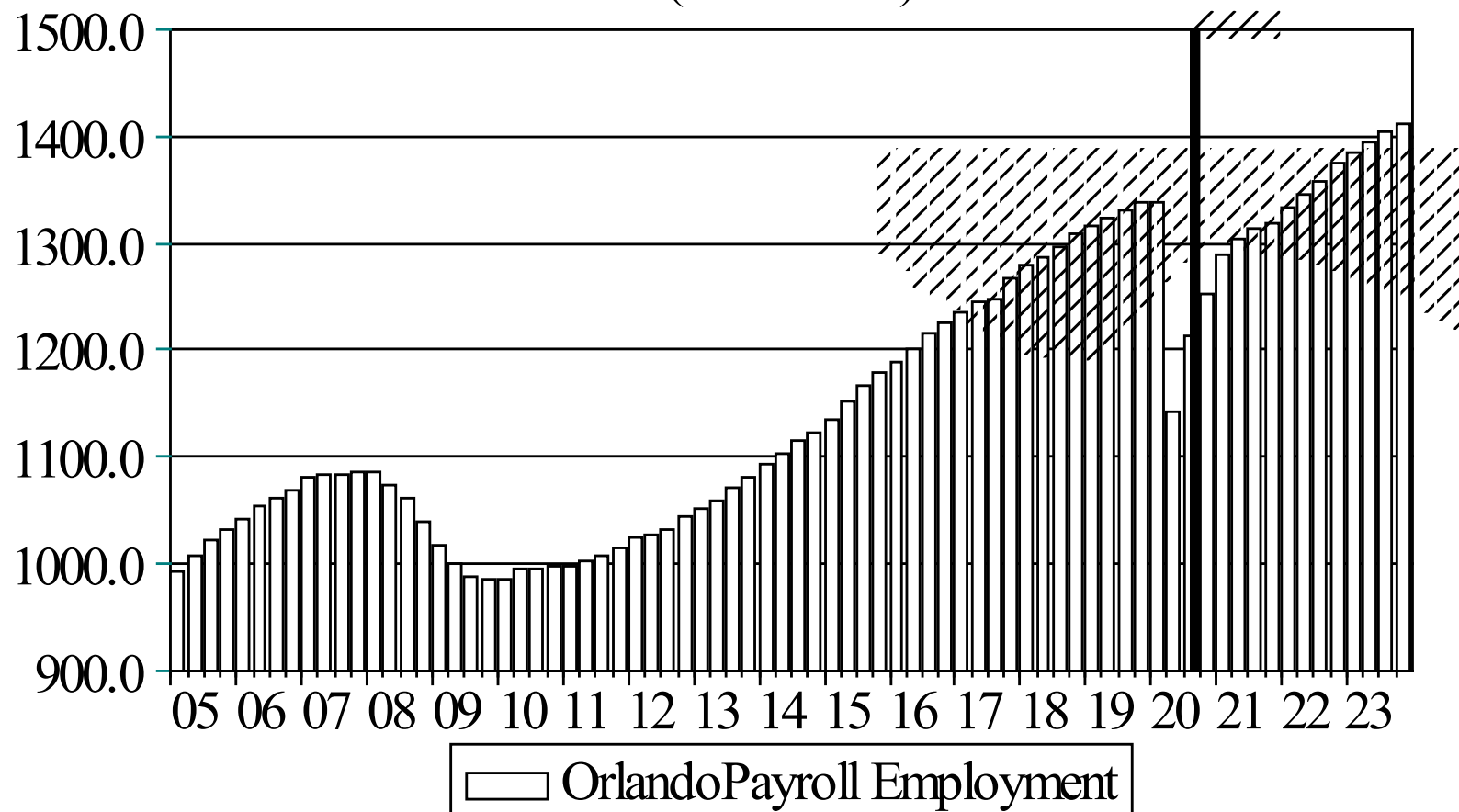
Orlando Real Gross Metro Product (Millions 2000 \$)



Orlando Forecast



Orlando Payroll Employment (Thousands)





Orlando Forecast

Orlando Real Personal Income

(percent change year ago)



2020-2023 Averages; Q3 2020 Forecast



Orlando

Sector	% Average Annual Growth
Leisure & Hospitality	7.5
Professional & Business Services	4.9
Education-Health Services	3.8
Financial	3.6
State & Local Government	2.5
Construction	2.4
Information	1.9
Trade, Transportation & Utilities	0.7
Federal Government	0.0
Manufacturing	0.0

Quarterly Forecast Publications Available

Florida & Metro Forecast



U.S. Forecast



Download both here: WWW.IEC.UCF.EDU

Starting in 2021 IEF will provide forecasts
for all Metropolitan Statistical Areas in
Florida

Institute for Economic Forecasting



Thank you

Sean M. Snaith, Ph.D.

Director

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Institute for Economic Forecasting



Access, Success, and Completion

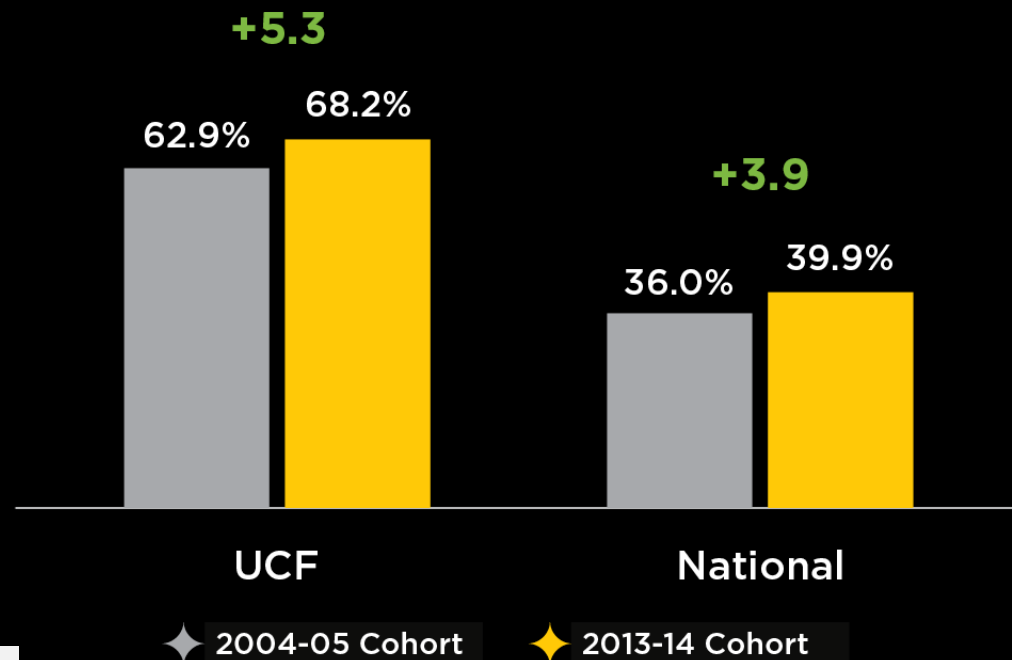
Among UCF's Black and
Hispanic Students



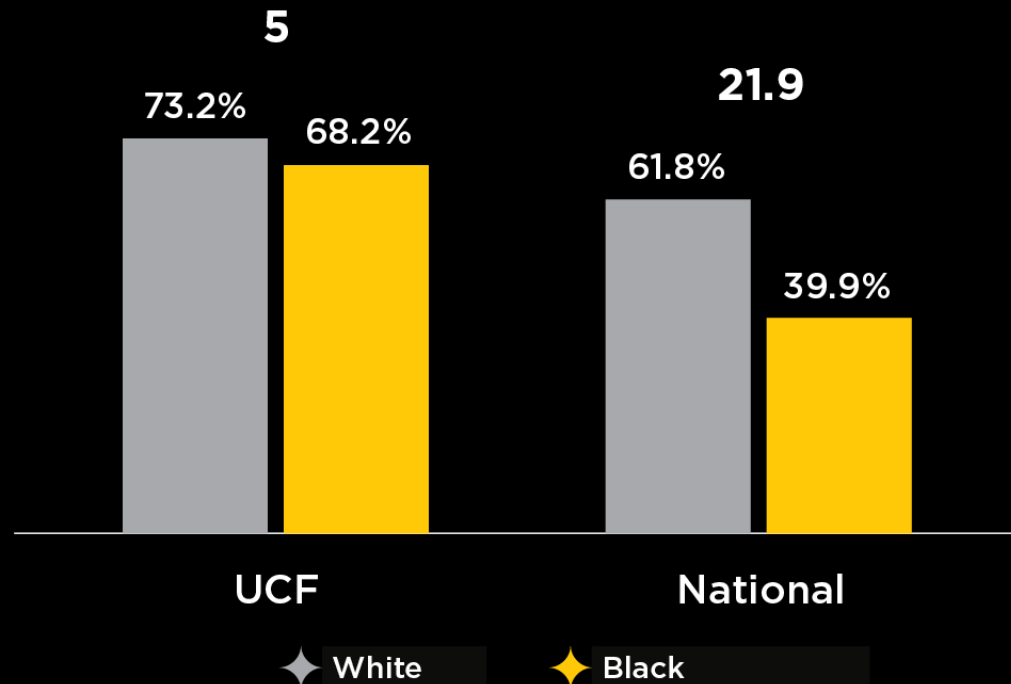
- ✦ AMERICAN INDIAN | 92
- ✦ ASIAN | 4,622
- ✦ BLACK | 7,418
- ✦ HISPANIC | 19,818
- ✦ INTERNATIONAL | 3,069
- ✦ MULTI-RACIAL | 2,817
- ✦ NATIVE HAWAIIAN | 107
- ✦ NOT SPECIFIED | 698
- ✦ WHITE | 33,307

Closing the Gap: Black FTIC 6-Year Graduation Rates

Over the past 10 years, UCF's Black 6-yr grad rates increased 5.3 percentage points while increasing only 3.9 percentage points nationally.



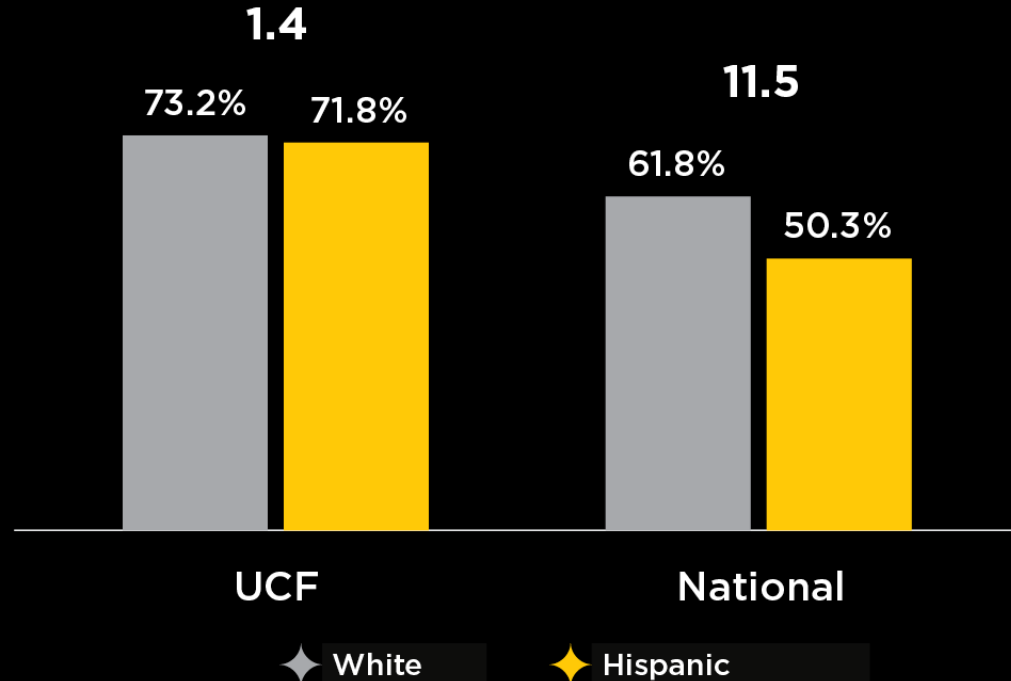
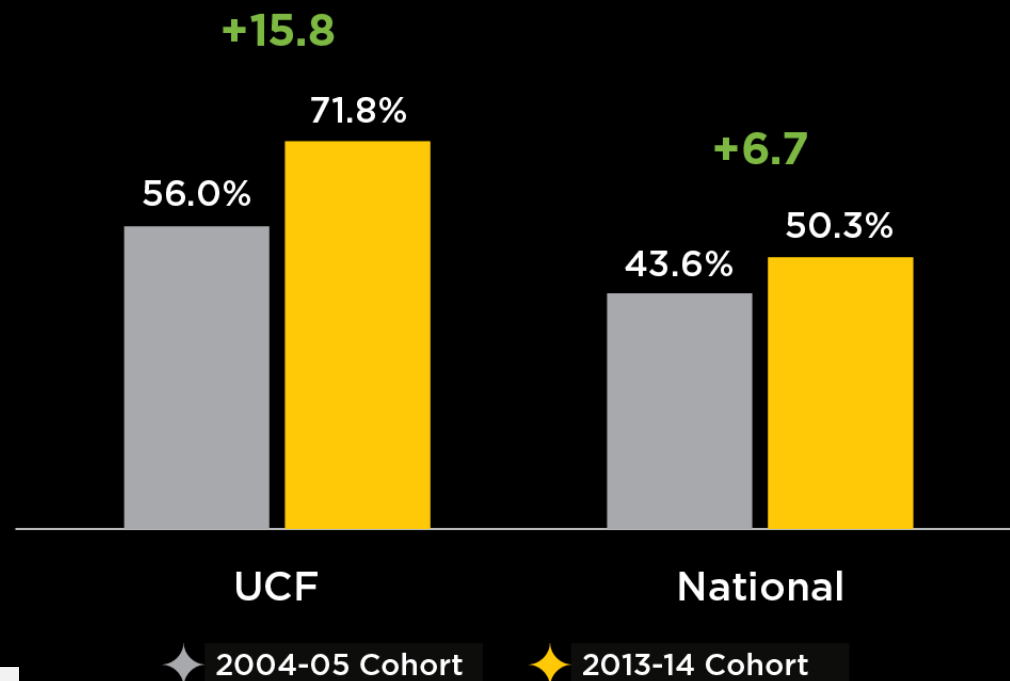
UCF's 6-yr grad rate gap between Black FTICs and their white counterparts is 5.0 percentage points compared to 21.9 percentage points nationally.



Closing the Gap: Hispanic FTIC 6-Year Graduation Rates

Over the past 10 years, UCF's Hispanic 6-yr grad rates increased 15.8 percentage points while increasing only 6.7 percentage points nationally.

UCF's 6-yr grad rate gap between Hispanic FTICs and their white counterparts is 1.4 percentage points compared to 11.5 percentage points nationally.



Division of Student Learning and Academic Success: Black and Latinx Success

Theodorea Regina Berry
Vice Provost and Dean



Division of Student Learning and Academic Success

Mission

The Division of Student Learning and Academic Success, in partnership with UCF's colleges and units, strives to strengthen the ties between student success and academics by creating dynamic, student-centered approaches to enhance learning through data-driven practices, and high-impact academic experiences, cutting edge uses of technology, and the development and implementation of policies and procedures that promote academic success for undergraduate students. We focus on student retention (know more), student persistence and progression (do more), and student graduation and success (be more).

Vision

The Division of Student Learning and Academic Success will be a national role model of excellence for an exceptional integrated, innovative, and distinctive learning community fueled by world-class research.

Goals

Integrity: to support the academic needs of our students with dignity and respect

Scholarship: to honor the research on student learning toward the academic success of our students

Community: to collaborate with colleges and units toward a supportive learning environment

Creativity: to employ imaginative and innovative practices that speak to the experiences of our students

Excellence: to strive toward the highest standards of performance in service to our students' academic success

Access



- DirectConnect to UCF[©]
- ACCESS: Summer Bridge

Student Success Initiatives



- mySchedule Builder
- myKnight STAR
- Think 30
- Knights Success Grant
- General Education “Refresh”

Central Florida Education Ecosystem Database (CFEED)

A collaborative data sharing partnership to improve student learning outcomes from pre-kindergarten through post-secondary education.

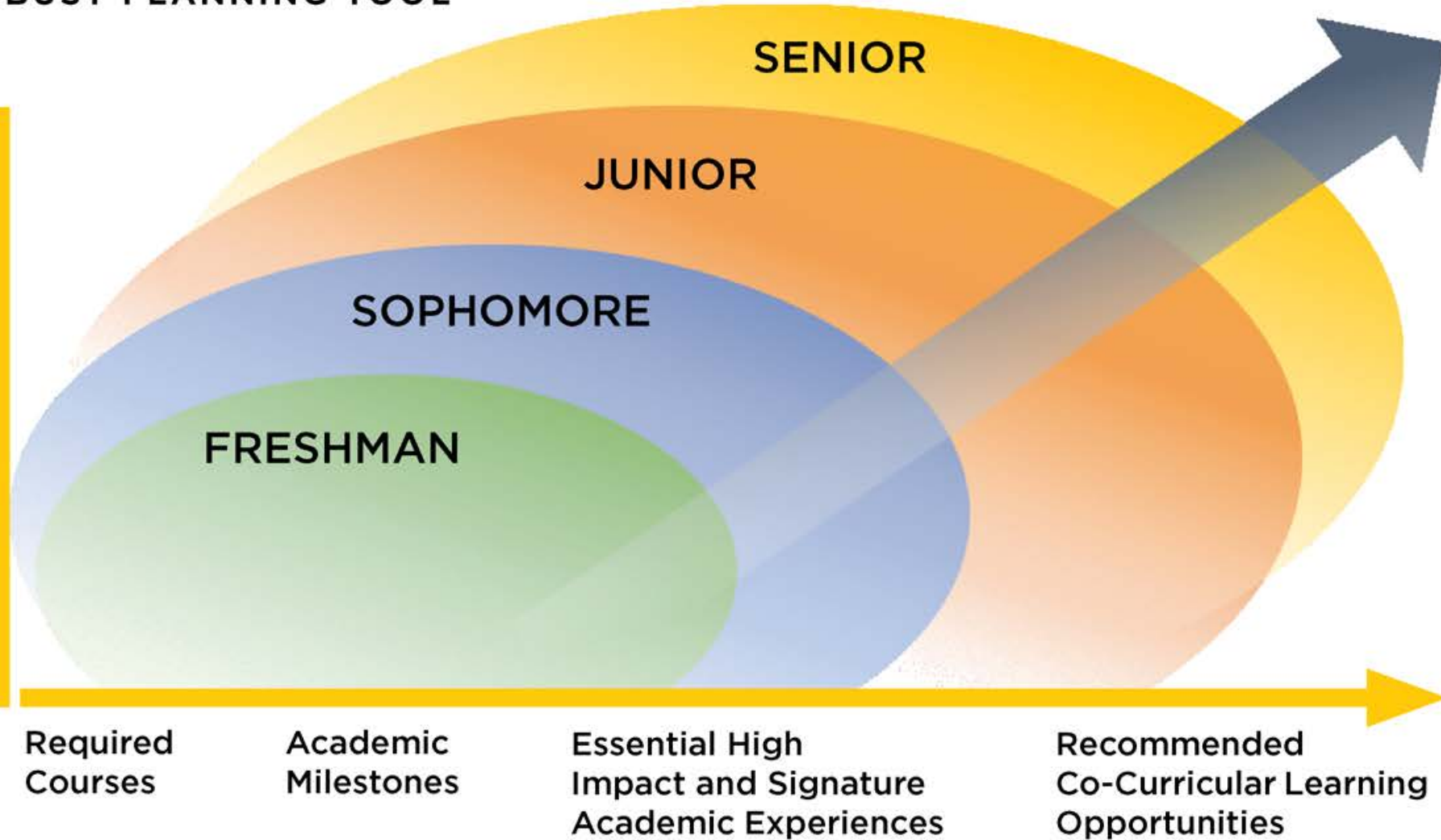
- Orange County Public Schools
- School District of Osceola County
- University of Central Florida
- Valencia College



Pegasus Path

DYNAMIC AND ROBUST PLANNING TOOL

- ▶ 360-degree view of academic experience
- ▶ 24/7 access via mobile devices and PCs
- ▶ Real-time alerts and updates



PERSONALIZED PLAN TO SUCCESSFUL DEGREE COMPLETION

Integrating Pegasus Path in Advising Process

Documentation
(e.g., saving a student's Pegasus Path in myKnight STAR)

Monitoring Student Progress
(e.g., off track report)

Student Communication
(e.g., advising appointment reminders)

Advising Meetings
(e.g., review semester-by-semester sequence of courses to identify critical classes, challenging course combinations)



New SLAS Initiatives



- PeerKnights
- LIFE Coaches
- LazyText
- SLAS Diversity Perspectives on Success Team

KNOW MORE

Do More



100



Be More



Creating Sense of Belonging

Edwanna Andrews
Assistant Vice President, Community Support

Wayne Jackson
Director, Multicultural Academic and Support Services





“Belonging-with peers, in the classroom or on campus- is a crucial part of the college experience. It can affect a student’s degree of academic achievement, or even whether they stay in school.” (Strayhorn 2019, 2012)

Programming

- MASS Student Success Conference
- Brother to Brother
- Sister to Sister
- Excellence in Action Program
- Lunch and Learn Program
- Taste of UCF
- LatinX Heritage Month
- MLK Parade
- Black History Month
- Month of the Woman
- Asian-Pacific American Heritage Month
- Family and Culture Knight
- Cultural Dance Series
- Cultural Graduation Celebrations
 - Nguzo Saba Graduation
 - First-Generation Scholar
 - Nuestra Graduacion
 - Lavender Graduation
 - Hidden Lotus

ROCK THE RIBBON

TABLING FOR HIV/AIDS AWARENESS
NOVEMBER 2ND, 2020
MEMORY MALL | 12PM-3PM

Free Goodie Bag

International Pronoun Day

HELLO HE / HIM	HELLO SHE / THEY
HELLO ZIE / ZIM	HELLO THEY / THEM
HELLO SHE / HER	HELLO XE / XEM

WHAT PRONOUNS DO YOU USE?

VOICES OF UCF

SOCIAL JUSTICE & ADVOCACY

SEAT 10A MCO TO JDH
ZOOM INFO START TIME DATE END TIME

SPECIAL GUEST: MAUREEN HAWKINS
FLIGHT UCF 1234 GATE 09

Social Justice and Advocacy

ENJOY YOUR FLIGHT
THE EFFECT OF COVID-19 ON INTERNATIONAL STUDENTS

MCO TO JDH
ZOOM INFO START TIME DATE END TIME

DATE & TIME
FLIGHT UCF 1234 GATE 09 SEAT 10A

MANY VOICES ONE COMMUNITY

Social Justice and Advocacy
Multicultural Student Center

THE MULTICULTURAL STUDENT CENTER PRESENTS

MYTHBUSTERS

HISPANIC HERITAGE MONTH EDITION
HEALTH IN LATINX COMMUNITIES

NEW

SEPTEMBER 22ND @ 5:30 PM
ZOOM MEETING ID: TEL-629-967-9924
PASSWORD: 92220

WE ALL COME TOGETHER WHEN WE

PASS the PLATE

AUGUST 25, 2020
ONLINE

M S C

Paramore SPEAKS

ZOOM ID: 946 2821 0124

REP. GERALDINE THOMPSON

MONTH OF THE WOMXN

Opening Ceremony

Money TALKS

FACEBOOK LIVE
APRIL 16, 2020
3PM

Join us with Lashea Reeves, founder of 8 Cents in a Jar, created to ensure future generations have the opportunity to become financially fit regardless of their economic condition.

Sponsored by Social Justice and Advocacy

Celebrating LatinX Heritage Month.

SOLEDAD O'BRIEN

AWARD-WINNING JOURNALIST & PRODUCER

BLACK HISTORY MONTH OPENING SPEAKER

FEBRUARY 3, 2020 11:30AM
SU, KEY WEST BALLROOM

Rep. Geraldine Thompson

FOR MORE THAN 40 YEARS, REPRESENTATIVE GERALDINE THOMPSON HAS BEEN A FIERCE ADVOCATE FOR THE CENTRAL FLORIDA COMMUNITY. FOUNDER OF THE WILLY BOB WILLIAMS FUND, SHE HAS BEEN DEDICATED TO PRESERVING THE HISTORY OF THE PARAMORE COMMUNITY. COME LEARN AND CONVERSE WITH REPRESENTATIVE THOMPSON AS SHE SHARES ABOUT HER PARAMORE.

TUESDAY, OCT. 20, 11:00 AM

WOMEN IN STEM

02.28.20 | 5 - 7 PM | GARDEN KEY

WHY WE SHOULD CELEBRATE BLACK HISTORY MONTH

THE POWER OF STORYTELLING

AUTHOR JENNINE CAPÓ CRUCET

Virtual Live Stream

MY TIME AMONG THE WHITES
JENNINE CAPÓ CRUCET

establisher SUMMIT

UNIVERSITY OF CENTRAL FLORIDA

FEBRUARY 7, 2020
MIX & MINGLE
5PM-7PM
Key West Ballroom, SU

FEBRUARY 8, 2020
CONFERENCE DAY
9AM - 4PM
8:30AM CHECK-IN & BREAKFAST
Key West Ballroom, SU

MULTICULTURAL STUDENT CENTER

Interested in living & working in another country?

Teaching English as a Foreign Language

TEFL Undergraduate Certificate

Join us with Dr. Folse
November 19
at 3pm
Sign up link in bio

Learn more about TEFL

LGBTQ+ Employer Panel

with Christopher Cuevas

10/7 @ 12 PM
Facebook Live

LGBTQ+ SERVICES
#QLATINX
#ORGANIZADOS
FUNDED BY SG

AN ELECTRIC EVENING

with Dominique Jackson



Student Union, room 154
Phone: 407-823-2716
Website: mass.sdes.ucf.edu

Multicultural Academic and Support Services Fall 2019 MASS Program Calendar

PEGASUS SCHOLARS CERTIFICATE	DATE	TIME	LOCATION	PRESENTER
Navigating Campus Resources	17-Sep-19	2:30pm	SU, room 221	MASS
Life Happens: Social Resilience	8-Oct-19	5pm	SU, room 316CD	MASS
Social Identity: A Sense of Belonging	13-Nov-19	5pm	SU, room 316AB	MASS
CANVAS ONLINE				
FINANCIAL LITERACY & PLANNING CERTIFICATE	DATE	TIME	LOCATION	PRESENTER
Unpacking Financial Aid / Student Accounts	26-Sep-19	5pm	SU, room 221	MASS & Partners
CentSible Knights	24-Oct-19	5pm	SU, room 221	MASS & Partners
Financial Literacy	6-Nov-19	12:30pm	SU, room 224	MASS & Partners
CANVAS ONLINE – FL DOE				
APPLIED DIVERSITY & LEADERSHIP CERTIFICATE	DATE	TIME	LOCATION	PRESENTER
Leadership Principles	19-Sep-19	5:30pm	SU, room 223	MASS & Partners
Diversity and Inclusion	10-Oct-19	5pm	SU, room 220	MASS & Partners
Scholar Dialogue	14-Nov-19	4:30pm	SU, room 220	MASS & Partners
CANVAS ONLINE				
MASTERING GRADUATE REQUIREMENTS CERTIFICATE	DATE	TIME	LOCATION	PRESENTER
Become a Competitive Grad School Applicant	5-Sep-19	3pm	TCH, room 201	AAP
Getting Great Letters of Recommendations	10-Oct-19	3pm	TCH, room 201	AAP
Funding your Grad School Education	24-Oct-19	1pm	TCH, room 201	AAP
What is Grad School	15-Nov-19	11am	TCH, room 201	AAP
CANVAS ONLINE				
MASS EVENTS				
What MASS Can Do for You	28-Aug-19	5pm	Hercules Program Center	MASS
First Generation – Welcome You Belong	28-Aug-19	4pm	SU, Cape FL 316	MASS
Welcome Back Bash	18-Sept-19	11am – 2pm	SU, Key West, 218	MASS
Sabor Latino	25-Sept-19	7pm	SU, Pegasus Ballroom	MASS
Multicultural Transfer Round Table	08-Oct-19	2pm	SU, room 223	MASS
Dare to Dream	15-Oct-19	11:30am – 1:30pm	SU, Key West 218AB	MASS
Hispanic Student Round Table	23-Oct-19	12pm	SU, room 224	MASS
First Generation Week	Nov 4-8, 2019	TBA	TBA	MASS
Collegiate Male Initiative /Brother to Brother	TBA	TBA	TBA	MASS
Sister to Sister Program	TBA	TBA	TBA	MASS
Knight Alliance Network	TBA	TBA	TBA	MASS
MASS Downtown Campus				
Office Hours (Workshops TBA)	Every Wednesday	8am – 5pm	Union West, room 216	MASS

Certificate Series

With a focus on student success strategies and trainings, students will be able to successfully transition from orientation to graduation. Introducing new certifications related to financial literacy, graduate school diversity, leadership, and social resilience. The new certificate series is designed to provide students the following outcomes:

To meet the unique needs of students and help them persist towards graduation

To engage students in the graduate school-going planning process

To identify key campus resources and students to ensure their academic and social success

How to earn a certificate

Earning a certificate can bring recognition and valuable support for students at UCF and beyond. To earn a certificate student must complete three sessions in each category. Students must also complete one MASS on-line module.

MASS On-line

Enrolling in MASS Online is simple. Navigate to <https://mass.sdes.ucf.edu/resources/> and click MASS On-line workshops to enroll.

Please check the MASS website for up-to-date workshop dates and locations as changes may occur.



Multicultural Academic
and Support Services

MASS Student Success Conference

Designed to get you off to a fast start at the University of Central Florida!



When: September 6-8, 2019

Where: Rosen Centre Hotel | 9840 International Drive | Orlando, Florida 32819

If you are interested in learning how to be successful at UCF, you do not want to miss this conference! You will be inspired and motivated to be the very best you can be.

Division of Student Development and Enrollment Services

The 106 & MASS PODCAST



REAL TALK FOR UCF STUDENTS



NATIONAL MALE STUDENT SUCCESS CONFERENCE

FEBRUARY 2-4, 2017 | UNIVERSITY OF CENTRAL FLORIDA

CREATING 21ST CENTURY PATHWAYS TO MALE SUCCESS!

Key Stakeholders, Students, Educators, Student Affairs Personnel,
Administrators and the Business Community Join Together to

DISCUSS, EXPLORE, AND EXAMINE

How to Inspire First Generation
and Multicultural Male Students to Graduate.



Multicultural Academic and Support Services
Multicultural and First Generation
College Student Advocacy



OFFICE OF STUDENT
DEVELOPMENT AND
ENROLLMENT SERVICES

My Dream Is...

Come share your dream
Come accelerate your dream

February 24 & 25

11am-2pm

Student Union Atrium

Sponsored by MASS, SGA & OSI

Co-Sponsored by the Blackstone LaunchPad

Share your dream

#UCFMyDreamIs



