



February 23, 2022 Board of Trustees Meeting

Board of Trustees

UCF Downtown Campus, DPAC 106A/106

Feb 23, 2022 9:00 AM - 1:30 PM EST

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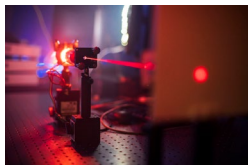
5 THINGS TO KNOW THIS WEEK

FEBRUARY 10, 2022 • READ MORE ABOUT UCF AT [UCF.EDU/NEWS](https://www.ucf.edu/news)



1 Online Rankings Recognition

For the first time in university history, UCF has ranked among the top 10 best schools in the nation for online bachelor's programs — earning the No. 7 ranking, seven spots higher than last year. This high ranking is in part thanks to world-class UCF faculty who are industry experts and who bring real-world knowledge to the classroom.



2 Industry Investment

A new academic-industrial alliance between UCF and ficonTEC, a global leader in photonics manufacturing, is expected to bring a boost to Central Florida and provide access to sophisticated industry production tools for students and faculty researchers. The German-based company is joining UCF's Business Incubation Program and opening an Applications Lab inside UCF's College of Optics and Photonics.



3 Aviation Innovation

Through a \$10 million, five-year NASA University Leadership Initiative grant, a team of researchers led by UCF will develop an innovation that may revolutionize propulsion systems for commercial aviation. The team aims to create engines that run on liquid ammonia and fueling systems that easily integrate into current airport infrastructure — proving a scalable and cost-effective solution.



4 Disease Detector

During a two-year project for the Global Lyme Alliance, College of Medicine Associate Professor Mollie Jewett is creating a molecular test for Lyme disease that will provide results within an hour. A detection device developed by College of Engineering and Computer Science Assistant Professor Brian Kim will be combined with the molecular test to create a hand-held tool that can be easily used in doctors' offices.



5 Generous Gift

Thanks to the generosity of **Diane Lee Eriksson '77** and her family, students majoring in elementary education and early childhood development will benefit from the newly created L.A. Lee Family Endowed Scholarship. In honor of her late husband **Lynnwood Arthur Lee '78**, the \$1 million gift was matched by UCF to bring the scholarship total to \$2 million — allowing students to focus on becoming the best teachers possible without the worry of debt.

Board of Trustees Meeting
February 23, 2022
UCF Downtown Campus, DPAC 106/106A
9:00 a.m. – 1:30 p.m.

Livestream: <https://youtu.be/8PjVIDwDtxE>

AGENDA

- | | |
|--|--|
| 1. Call to Order and Welcome | Alex Martins, <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 November 18, 2021 and December 2, 2021 meetings and December 2, 2021 retreat | Chair Martins |
| 5. Remarks (50 minutes) | Chair Martins |
| | President's Update
Alexander N. Cartwright, <i>President</i> |
| INFO – 1 | Board of Governors' Civil Discourse Final Report 2022 |
| INFO – 2 | Board of Governors' Task Force on Academic and Workforce Alignment Recommendations |
| 6. Committee Reports (20 minutes) | Chair Martins |
| Academic Excellence and Student Success | Chair Seay |
| Audit and Compliance | Chair Christy |
| Budget and Finance | Chair Mills |
| Facilities and Infrastructure | Chair McAlpin |
| Governance | Chair Okaty |
| Strategic Partnerships and Advancement | Chair Conte |

Board of Trustees

Meeting Agenda

7. Consent Agenda

AES – 1	Chair Martins
AES – 2	Conferral of Degrees (<i>Seay</i>)
AUD – 1	Request to Offer New Degree Program Proposal - MS in Event Leadership (<i>Seay</i>)
AUD – 2	Board of Governors' Performance-based Funding Data Integrity Certification Audit Report (<i>Christy</i>)
BUD – 1	Performance-based Funding Data Integrity Certification Form (<i>Christy</i>)
FAC – 1	Operating Budgets for Auxiliary Facilities with Bonded Debt (<i>Mills</i>)
FAC – 2	HEERF HVAC Renovations Projects – Budget Increase (<i>McAlpin</i>)
GOV – 1	Facilities and Infrastructure Committee Charter (<i>McAlpin</i>)
GOV – 2	Amendments to University Regulation UCF-3.038 Notice of Separation for USPS Employees (<i>Okaty</i>)
	Amendments to University Regulation UCF-4.015 Fraud Prevention and Detection (<i>Okaty</i>)

8. Discussion (45 minutes)

DISC – 1	Where Do We Grow from Here: Regional Economic Overview and Talent Strategies to Advance a Future of Broad-based Prosperity Moderator: Chair Martins Panelists: Tim Giuliani, <i>President and CEO, Orlando Economic Partnership</i> and Dale A. Brill, <i>Senior Vice President, Orlando Economic Partnership</i>
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9. Break

10. Discussion, continued (60 minutes)

DISC – 2	Chair Martins
	University for the Future: Preparing for Innovations in Digital Media, Gaming, Modeling and Simulation Moderator: Chair Martins Panelists: Daryl Holt, <i>Vice President and General Manager, EA Sports</i> ; Christal LaVecchia, <i>Vice President and Chief Engineer, Training and Logistics Solutions, Lockheed Martin</i> ; and Cecil Magpuri, <i>Chief Executive Officer and Co-Founder, Falcon's Beyond</i>

11. New Business

INFO – 3

Fiscal Year 2023 Board of Trustees Meeting Dates

12. Break

13. Working Lunch (*45 minutes*)

DISC – 3

Knight Vision ERP Project Status Update
Gerald Hector, *Senior Vice President for Administration and Finance* and Cherie Herrin, *Interim Associate Vice President and Deputy Chief Information Officer for UCF IT*

14. Announcements

March 17, 2022

Board of Trustees Workshop
(*John C. Hitt Library*)

March 29 – 30, 2022

Board of Governors Meeting
(*University of North Florida, Jacksonville*)

April 12 – 14, 2022

Association of Governing Boards 2022 National Conference on Trusteeship
(*virtual*)

April 13, 2022

Board of Trustees Retreat
(*TBD*)

April 21, 2022

Board of Trustees Virtual Meeting
(*as needed*)

May 6 – 7, 2022

UCF Commencement Ceremonies
(*Addition Financial Arena*)

May 25, 2022

Board of Trustees Committee Day
(*Live Oak Event Center*)

May 26, 2022

Board of Trustees Meeting
(*Live Oak Event Center*)

15. Adjournment

Chair Martins

Minutes

Board of Trustees Meeting
University of Central Florida
November 18, 2021

Chair Alex Martins called the Board of Trustees Meeting to order at 9:00 a.m.

He 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 in person: Chair Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos and Beverly Seay.

Trustees Danny Gaekwad and Michael Okaty were not in attendance.

PUBLIC COMMENT

Joaquina Scott Kankam commented on enhancing youth protection when inviting minors to a university campus.

MINUTES

Martins called for approval of the meeting minutes of the September 10, 2021, September 23, 2021 and October 28, 2021 meetings. Mills moved to approve the minutes with McAlpin providing the second. The motion passed.

REMARKS

Martins said that throughout the meeting, Trustees will learn more about the distinctions of the Rosen College of Hospitality Management and noted that an industry panel discussion focused on tourism and hospitality would be held later in the agenda. He recognized the vision of Mr. Harris Rosen in creating a world-class hospitality management program and thanked him for his significant contributions as a philanthropist and a Trustee Emeritus of the UCF Board of Trustees.

Martins thanked the trustees for attending the Board of Governors' (BOG) Trustee Summit and thanked Trustee Conte for his participation as an opening panel speaker. He highlighted the civil discourse and innovation discussions from the meeting, noting that these are two topics that the university and this Board will continue to focus on.

Martins highlighted topics from the November BOG meeting:

- Deferred maintenance discussion and recommendation that the Legislature fund \$800 million to address deferred maintenance. He thanked the BOG for addressing

this issue and said, when appropriated, there will be a need for a funding system so that each university can address their most important deferred maintenance needs. Martins said the BOG will have a deferred maintenance workshop in the coming weeks and encouraged all trustees to participate.

- Discussion on workforce alignment goals, which will be addressed later in the Board's agenda.
- Election of a new BOG Chair, Brian Lamb and BOG Vice Chair, Eric Silagy. Martins thanked outgoing BOG Chair Syd Kitson for serving the BOG with distinction.

Martins concluded his remarks with thanks to President Cartwright, university administration and staff, faculty and students for their commitment to the university. He thanked the members of the Board of Trustees for their engagement and the work the Board has already accomplished, encouraging them to remain focused on building the top public metropolitan research university in the nation.

Martins recognized President Alexander Cartwright for his President's Update.

President's Update

Cartwright acknowledged the time and effort given to the university by the Board of Trustees and his staff. He thanked outgoing BOG Chair Syd Kitson, noting his leadership during the COVID pandemic.

Cartwright's update highlighted:

- Martins and Seay named to Florida Trend's Florida 500 list: Martins to the Arts and Entertainment category and Seay to the Information, Tech, and Media category.
- Martins named among Orlando Magazine's 50 Most Powerful People of 2021 as one of Orlando's most influential business leaders in Entertainment, Sports and the Arts.
- Seay inducted into the Junior Achievement of Central Florida's Mid-Florida Business Hall of Fame.
- Recognized the Rosen College as the #2 hospitality program in the world and welcomed Dean Wang to address the Board with college highlights.
- Recognized Rosen hospitality student, Elizabeth Rutkovsky, to address the Board on her student journey.
- Academic Leadership Updates:
 - Welcomed two new deans: Maggy Tomova, the new Dean of the College of Sciences and Beau Case, the founding Dean of UCF Libraries.
 - Acknowledged and thanked Pamela "Sissi" Carroll, Dean of the College of Community Innovation and Education, who will be retiring at the end of the semester after a distinguished career at UCF and in higher education. He announced Glenn Lambie, associate dean of Graduate Affairs and Faculty Excellence, will serve as interim dean effective Dec. 20 until a permanent dean assumes the position.
- Administrative Leadership Updates:
 - Search for the Vice President and General Counsel should conclude in the

next few weeks.

- Searches for Senior Vice President of External Engagement and Advancement and Senior Vice President for Student Success will commence after the Thanksgiving holiday.
- *Excelencia* in Education, the nation's premier authority on efforts accelerating Latino student success in higher education, certified UCF with the Seal of *Excelencia*. He noted UCF was one of 24 institutions that have earned the certification.
- Highlighted Homecoming Week events:
 - Return of Spirit Splash, the best campus tradition in the country.
 - Shining Knights, an event that honors distinguished Alumni and friends for their contributions to the university.
 - Three-time UCF alumnus Darin Edwards as keynote speaker at the Class of 2020 makeup commencement ceremony on Nov. 5. Edwards was awarded an honorary Doctorate of Public Service for his contributions to society by leading the development of Moderna's COVID-19 vaccine.
- Pegasus Professors Deborah C. Beidel and Sudipta Seal were inducted into the Academy of Science, Engineering and Medicine of Florida, a group that brings together the nation's most distinguished scholars who live and work in Florida.
- Opening of the Microgrid Control Lab in the College of Engineering and Computer Science. The lab, co-sponsored by Florida Power & Light and GE Digital, is a state-of-the-art research facility which will help prepare the next generation of engineers to operate the modern grid and meet the rapidly increasing need for sustainable, affordable and reliable energy.
- Physics Professor Humberto Campins, an expert on asteroids, became the fourth UCF professor to be named a Jefferson Science Fellow and will report to Washington D.C. beginning Nov. 21 to spend a year advising the U.S. Department of State.
- UCF Collegiate Cybersecurity Competition team placed first at the U.S. Department of Energy's CyberForce Competition, noting that the competition consisted of 120 teams and over 700 students from colleges across the nation.

COMMITTEE REPORTS

Martins called on Youndy Cook, Interim Vice President and General Counsel, to read any disclosures of conflict of interest from the trustees. There were no disclosures.

ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE REPORT

Seay, Chair of the Academic Excellence and Student Success Committee, reported highlights from the committee meeting held on November 16, 2021.

Seay reported that AES-1 through AES-4 were unanimously approved by the committee and placed on the Board's consent agenda.

AD HOC STRATEGIC PLANNING COMMITTEE REPORT

Mills, Chair of the Ad Hoc Strategic Planning Committee, reported highlights from the committee meeting held on November 15, 2021.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on November 16, 2021.

BUDGET AND FINANCE COMMITTEE REPORT

Mills, Chair of the Budget and Finance Committee, reported highlights from the committee meeting held on November 16, 2021.

FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT

McAlpin, Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on November 16, 2021.

GOVERNANCE COMMITTEE REPORT

In the absence of the Governance Chair, Martins reported highlights from the committee meeting held on November 8, 2021.

GOV-1 FY21 Presidential Assessment and Compensation Review

Christy moved to approve GOV-1 and McAlpin provided the second. The motion passed unanimously.

Martins reported that GOV-2 through GOV-4 were unanimously approved by the committee and placed on the Board's consent agenda.

STRATEGIC PARTNERSHIPS AND ADVANCEMENT COMMITTEE REPORT

Conte, Chair of the Strategic Partnerships and Advancement Committee, reported highlights from the committee meeting held on November 16, 2021.

SPA-1 The Stephen W. Hawking Center for Microgravity and Education

Conte moved to approve SPA-1 and Harrington provided the second. The motion passed unanimously.

Cartwright expressed his thanks to the Hawking family, especially Robert Hawking who visited the university prior to the pandemic and Lucy Hawking who shares the university's passion for science and education. He said the university was honored to be entrusted with Professor Hawking's name and the university will continue world-class space

research, which is part of the university's DNA. Martins also shared his appreciation.

CONSENT AGENDA

Harrington moved to approve the consent agenda with Altizer providing the second. The motion passed unanimously.

DISCUSSION

DISC -1 University for the Future: Preparing for Innovations in Hospitality, Tourism and Entertainment

Martins said the panel discussion provided the Board the opportunity to engage in strategic discussion with industry leaders related to sectors of importance to the region and the university. He said there had been a lot of dialogue in recent Board meetings regarding workforce alignment, and the importance of continuing to develop a talent pipeline, particularly in the Central Florida region.

He shared an example of how an internship can provide a solid foundation for a successful career in industry. He said Shelly Wilkes – a product of the inaugural class of the DeVos Sports Management Program at UCF – was an intern at the Orlando Magic. He said Shelly now serves as the Orlando Magic's senior vice president of marketing & social responsibility and was recently honored by The Sports Business Journal as one of the 40 Under 40 most outstanding executives in the sports industry.

Cartwright said the connection with industry partners will help the university prepare students for success and achieve the university's vision of becoming a university for the future and a leading public metropolitan research university.

Martins welcomed panelists Michael Brown, President and Chief Executive Officer, Travel + Leisure Co.; John Sprouls, Executive Vice President and Chief Administrative Officer, Universal Parks & Resorts; and Jeff Vahle, President, Walt Disney World Resort.

The panelists and the trustees engaged in a robust discussion about workforce alignment with the hospitality and tourism industries and how the university can best prepare students to contribute to the economy of the region and the state.

NEW BUSINESS

BOT-1 President's FY22 Goals

Cartwright shared a detailed summary of his goals and provided specific objectives for

each goal.

Conte moved to approve BOT-1 and Harrington provided the second.

The trustees had the following comments:

- Conte requested definite language for ‘university for the future’ and a ‘top metropolitan research university’ and how these terms build on the university’s current strengths. Cartwright said these questions are being discussed as part of the strategic planning process.
- Harrington requested that the President consider, in the short term, the level of personal stress, including financial stress, for lecturers and instructors who have the largest teaching load.
- McAlpin asked how the university will communicate what resources have to be forfeited to focus on strategic areas. Cartwright said this is already in several places, such as Operational Excellence and Effectiveness and in the change in the university’s budget model, which transfers budget responsibility to deans and vice presidents. He said it will also come from strategic planning.
- Altizer recommended that the university continue to collaborate with industry partners when developing the strategic plan. Mills confirmed the strategic planning work includes industry stakeholder sessions.
- Seay requests that the Board Chairs work with their corresponding cabinet member to ensure items continue to be completed this year. Cartwright said he agrees and that the hard work of building an infrastructure, such as an ERP system and new budget model, is being done and will continue to be done this year. Seay said the accountability plan is also important, as those metrics need to be viewed in the context of what the university is trying to accomplish. Martins said it is the responsibility of this Board to use their influence to help the BOG understand that not every metric fits every university or region.
- Christy asked that the university continue to ask, ‘how do we’ as opposed to ‘why we cannot’.
- Martins concluded trustee remarks by stating that he and the President have had numerous conversations about the goals presented, and although these goals are a bridge for the next seven months, work on foundational pieces continues to be done. He said the President’s goals will look drastically different next year.

The motion passed unanimously.

WORKING LUNCH

DISC -2 Anatomy of Good Governance

Martins recognized Dr. Sally Mason, Senior Consultant and Senior Fellow, Association of Governing Boards (AGB) and President Emerita of the University of Iowa to address the Board.

The presentation highlighted the role of a governing Board in public higher education,

including AGB's principles of trusteeship.

The trustees had the following comments:

- Harrington asked if former presidents or those with an education background have been placed on state university boards. Mason said it is not done very often as the appointment of boards vary from state to state.

ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

NEW BUSINESS

There was no new business to come before the Board.

ADJOURNMENT

Martins adjourned the board meeting at 1:36 p.m.

Reviewed by: _____

Alex Martins, Chair, UCF Board of Trustees

Date: _____

Respectfully submitted: _____

Mike Kilbride, Associate Corporate Secretary

Date: _____

**Minutes
Board of Trustees
Special Meeting
University of Central Florida
December 2, 2021**

Chair Alex Martins called the Board of Trustees Special Meeting to order at 9:02 a.m.

He 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 Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Jeff Condello, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

Trustees Joseph Conte, Bill Christy and Danny Gaekwad were not in attendance.

PUBLIC COMMENT

Robert Cassanello, President of the United Faculty of Florida at UCF, commented on the university's budget priorities.

NEW BUSINESS

BOT-1 Approval to hire the University of Central Florida's next Vice President and General Counsel

Martins asked the Board Office if any disclosures of conflict of interest from the trustees were received. There were no disclosures.

Martins said that the Board would consider approving the hiring of Youndy Cook as the university's next Vice President and General Counsel.

Martins recognized President Alexander Cartwright for remarks.

Cartwright stated he appointed a search committee that included administrators, faculty, staff, and students, to conduct a national search for UCF's next Vice President and General Counsel in September.

Cartwright said following a robust national recruitment effort, the search committee interviewed semi-finalists for the position and recommended five finalists for consideration. He said two candidates completed on-campus interviews that included sessions with university leadership, the Office of the General Counsel, Trustee Okaty and Chair Martins.

Cartwright recommended Youndy Cook as the next Vice President and General Counsel.

Cartwright reiterated that this position is one noted in the Resolution on Presidential Authority with

a reporting relationship to the Board of Trustees. For that reason and in consultation with Chair Martins, Trustee Michael Okaty was asked to serve on the search committee. Cartwright asked Okaty to share comments as a member of the search committee.

Okaty thanked Martins and Cartwright for the opportunity to serve on the committee. He said the committee worked well together and was well-led by the search firm. Okaty concluded his remarks by stating that he was pleased with the process and the result.

Martins thanked Okaty for his time and participation in the process. He commented that he had the opportunity to interview candidates and had the opportunity to work closely with Cook in her interim role. Martins stated his support for the recommendation based on this experience. He said the process was thorough, and through that process it was clear that Cook was the candidate for the role.

Mills moved to approve BOT-1 with Okaty with providing the second.

The trustees had the following comments:

- Condello asked the cost of the search firm and the reason for having a search process conducted. President Cartwright commented that the university will always ensure we have the best person in the position, which required a search to consider other individuals. It was through this process that Cook distinguished herself as the ideal candidate for the position.

The motion passed unanimously.

ADJOURNMENT

Martins adjourned the board meeting at 9:21 a.m.

Reviewed by: _____

Alex Martins, Chair UCF Board of Trustees

Date: _____

Respectfully submitted: _____

Mike Kilbride, Associate Corporate Secretary

Date: _____

**Minutes
Board of Trustees Retreat
University of Central Florida
December 2, 2021**

Chair Alex Martins called the Board of Trustees Retreat to order at 9:31 a.m.

He 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 Alex Martins, Vice Chair Harold Mills and Trustees Tiffany Altizer, Jeff Condello, Joseph Conte, Meg Hall, Joseph Harrington, Caryl McAlpin, John Miklos, Michael Okaty and Beverly Seay.

Trustees Bill Christy and Danny Gaekwad were not in attendance.

REMARKS

Martins welcomed the trustees to UCF Downtown. He noted that UCF Downtown opened in August 2019 and is home to academic programs that thrive in the urban core, including Legal Studies and the Nicholson School of Communication and Media. He said following UCF's investment, Electronic Arts (EA) opened its Florida headquarters in the Creative Village, just a block away from UCF's No. 1-ranked graduate video game design school, the Florida Interactive Entertainment Academy.

Martins noted that UCF Downtown leverages its proximity to downtown Orlando's Central Business District by partnering with local employers for jobs, internships, and experiential and service-learning opportunities that enrich a students' academic experience. He said the meeting room, the Moot Court, is primarily used by Legal Studies students and provides all the elements of a courtroom to host a mock trial. He noted that the university's Moot Court teams placed first and second in winning the University of Chicago's Invitational Tournament, topping 26 teams that included squads from the University of Toronto, Yale and the University of Chicago.

Martins thanked Interim Assistant Provost Ross Wolf and the UCF Downtown team for hosting the meeting.

Martins said the Board will consider and discuss a set of emerging themes that could serve as a framework for UCF's next strategic plan. He stated the goal of the retreat and the role of the Board was to provide a high-level strategy that directs the President and his administration. Additionally, he said the Board's role was to ensure there are metrics in place that guide the strategy. Martins said the operational components of the plan were not the focus of the discussion and provided examples of operational decisions that should be left to the administration.

Martins said he would like the strategic plan to be two things: understandable and accountable.

Martins recognized Trustee Harold Mills, Chair of the Ad Hoc Strategic Planning Committee, to address the Board.

Mills said the university team has done a lot of work in a short period of time to bring the process to this point. He said his expectation for the retreat is to have a robust dialogue, spirited debate, and a sharing of ideas. Mills said the Board's job is to bring their various experiences, expertise, and perspectives that the team can leverage.

- Seay recommended that moving forward, the Board be more involved in setting the metrics in the accountability plan.

Mills concluded his remarks by challenging the trustees to think big and provided several visionary scenarios of what UCF could become, achieve, and lead, as an outcome of the strategic plan.

Martins recognized President Cartwright to address the Board.

Cartwright asked the Board to think about how to position the university for the future and what that means. He also asked the trustees to consider additional metrics and goals that will help the university become the university for the future.

Cartwright concluded his remarks by stating that the ultimate goal of the strategic plan is to position the institution to more strongly support students, faculty, and staff.

Martins recognized Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management, for his presentation.

UNIVERSITY FOR THE FUTURE

DISC- 1 Strategic Framework

Piccolo provided an overview of the timeline and summarized progress to date. Following the Board's discussion and input, he stated that next steps include faculty and staff having the opportunity to review and refine the framework, and a more developed plan will come back to the Board in the spring.

Piccolo shared the first proposal of a strategic framework as a starting point for the discussion. He summarized the pillars of student success, knowledge enterprise, impactful engagement, and institutional innovation as anchors and themes. Inclusive culture and higher education innovation were presented as foundational principles that are reflective of UCF's core values.

The trustees had the following comments regarding the proposed framework:

- Cartwright recommended adding operational excellence as a foundational principle.
- Harrington asked to see how the pillars distinguish UCF from other institutions' strategic plans.

Piccolo presented the first proposed pillar – Student Success. The trustees had the following comments:

- Martins proposed the possibility of having metrics that surround experiential learning opportunities.
- Mills commented on the need for extracurricular activities to be added.

- Seay asked to consider another level of support around helping students graduate in four years, including student support services such as advising and mental health counseling.
- Conte commented on the need to recognize the university's affiliate relationships that naturally provide curriculum specific internship opportunities that employers are looking for when hiring graduates.
- Hall recommended having professional support staff available to take an active role in ensuring students are successful through their four years at UCF. She elaborated by describing a model of more intentional outreach to the students to periodically check in throughout their academic career. She also recommended a program that would guarantee a job at the end of a year- or semester-long internship during the student's senior year.
- Condello requested information to show what UCF is doing well and what areas need to be improved under each pillar.
- Harrington commented on considering leadership, citizenship, and personal finance as how the university will measure and evaluate student success.
- Seay recommended adding students' activities outside of the classroom that may be limiting the student's ability to be successful. She also suggested including a metric that considers the effective use of technology.
- Mills recommended being active with dual enrollment with high schools.
- Condello recommended having a pathway to support students' success at UCF for students accepted with a marginal GPA. He followed up by asking for trustees to receive the detailed information that shows why students withdraw from the university.
- Altizer asked to consider food insecurities as one of the areas for additional support that will help some students complete their degree. She also commented on the need for additional awareness of the services provided by UCF Cares.
- McAlpin recommended adding career preparedness and growth under measurements for student success.

Piccolo presented the second proposed pillar – Knowledge Enterprise. The trustees had the following comments:

- Seay commented on increasing applied research through focusing on the defense and medical sectors.
- Seay talked about the idea of collaboration, and suggested combining medical research with simulation and engineering, to accelerate in these areas through an interdisciplinary approach and the utilization of technology to integrate.
- Mills said there should be a metric developed as part of the strategic plan that targets what the university wants to achieve from the licenses or patents on a commercial basis.
- Cartwright believes that the Knowledge Enterprise pillar correlates to the university's reputation and said there is a need to capture and include all the work associated with publications, performances, and other outputs that impact reputation.
- Harrington commented on the internal structural issues that are keeping the university from being competitive in federal grant competitions and developing opportunities in industry. He recommended developing a plan to improve the research infrastructure, including physical infrastructure and support personnel.
- Mills asked if there is a process to evaluate the return on investment when hiring new faculty, including startup funds, and how the return is measured. Cartwright and Johnson commented on the need to formalize and strengthen this process at UCF.
- Martins said there needs to be a system for conducting cost-benefit analysis for every big decision made by the university.

WORKING LUNCH

The trustees received two presentations during the working lunch: UCF, the Future of America and Higher Education Trends and Future.

UNIVERSITY FOR THE FUTURE, continued

Piccolo presented the third proposed pillar – Impactful Engagement. The trustees had the following comments:

- Mills said he would like to see an investment in marketing and the development of marketing metrics around the university's achievements.
- Mills asked if the university has measurements for alumni engagement. Karen Cochran, Interim Vice President for Advancement and CEO of the UCF Foundation, summarized the measurements of alumni engagement that are endorsed by the Council for the Advancement and Support of Education (CASE) as the national standard.
- Martins commented on the need to better leverage the university's partnerships through one centrally organized vehicle.
- Conte commented on the need to evaluate the university's current partnerships.
- Seay recommended adding Direct Support Organization (DSO) boards under Impactful Engagement.

Piccolo presented the fourth proposed pillar – Institutional Innovation. The trustees had the following comments:

- Okaty commented that the ideals contained under 'Institutional Innovation' tie more to 'Operational Excellence.'
- Seay suggested creating a digital twin of the campus, similar to a laboratory, as an innovative way to study and address the areas for operational improvement.
- Martins said he believes 'Institutional Innovation' should be considered 'Operational Excellence.' He sees Operational Excellence as a Pillar, and Institutional Innovation as a horizontal cutting across all of the pillars.
- Harrington commented on the university's strength in the digital learning enterprise and recommended finding innovative ways to deliver knowledge effectively to address the student-to-faculty ratio.
- Altizer said finding alternative revenue streams is a key component of all the discussions and is also one of the easiest areas to define metrics to measure success.

Piccolo summarized the discussion and next steps: updating the pillars and adjusting the overall framework to be reflective of the feedback; initiating the whitepaper process with the campus community; developing a refined set of metrics/scorecard; and building a workflow that will come back to the Board.

Martins charged Piccolo and staff with providing additional clarification on Institutional Innovation versus Operational Excellence. He asked the trustees for additional comments and Mills requested more clarification and definition around the university's path to preeminence as part of the strategic plan.

ADJOURNMENT

Martins adjourned the board meeting at 2:46 p.m.



Board of Trustees

Reviewed by: _____

Alex Martins, Chair UCF Board of Trustees

Date: _____

Respectfully submitted: _____

Mike Kilbride, Associate Corporate Secretary

Date: _____



Regular Meeting | Board of Trustees
February 23, 2022

INFO-1: Board of Governors' Civil Discourse Final Report 2022

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

At its January 26, 2022 meeting, the Board of Governors approved the Civil Discourse Final Report. The report includes seven recommendations, including the annual endorsement of the Board's Statement of Free Expression (see Appendix A of the report). Chair Martins will reference the recommendations in his opening remarks and requested a copy of the report be included for trustees to review.

Background Information:

The Board of Governors' Civil Discourse Initiative was established by Chair Kitson during his January 2021 "State of the System" address. This initiative was assigned to the Strategic Planning Committee. Chair Kitson expressed concern regarding the steady decline in respectful discourse among those with differing viewpoints and stated his belief that the university setting can provide a foundation for understanding, learning, and growth in this area.

During subsequent committee meetings, testimony was provided by national and State University System experts on civil discourse issues in higher education, and national models of effective campus programs were reviewed. State universities also provided information on current activities and initiatives that promote and support civil discourse in campus communities, and best practices were identified.

(This background information was taken directly from the January 25, 2022 Board of Governors' Strategic Planning Committee materials).

Recommended Action:

For information and review

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: Civil Discourse Final Report 2022

Facilitators/Presenters:

N/A

Civil Discourse Final Report 2022



CIVIL DISCOURSE INITIATIVES in the STATE UNIVERSITY SYSTEM

INTRODUCTION

As members of many different societal groups and communities, people thrive on the personal interactions that occur every minute of every day. These ongoing interactions provide the foundation for learning, discovery, and growth in a university setting. More specifically, open-minded, tolerant, and respectful discourse among campus community members is critical to enabling students to learn and pursue their educational goals, faculty to effectively teach, and staff to pursue fulfilling work.

To promote civil discourse in the State University System, the Board of Governors, the presidents of Florida's twelve public universities, adopted a "Statement of Free Expression" in 2019. The Board's statement directly aligns with the well-established "Chicago Principles" that originated at the University of Chicago in 2014 to articulate the university's overarching commitment to free, robust, and uninhibited debate. Universities have widely adopted the Chicago Principles throughout the U.S.

The Board's Statement of Free Expression was endorsed by the twelve state universities as a vehicle to establish, maintain, and support a full and open discourse and the robust exchange of ideas and perspectives on all university campuses (See Appendix A). The statement reinforces that a critical purpose of a higher education institution is "to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated."

Board of Governors Chair Syd Kitson established the Board's Civil Discourse Initiative during his January 2021 "State of the System" address. Chair Kitson expressed concern regarding the steady decline in respectful discourse among those with differing viewpoints. He stated that the university setting could provide a foundation for understanding, learning, and growth in this area. Chair Kitson tasked Governor Tim Cerio to lead the initiative through the Strategic Planning Committee. Governor Cerio has stated that "Civil discourse, conducted civilly without fear of reprisal, is critical to free speech and ensuring academic and intellectual freedom – not just on our university campuses, but throughout our country."

The 2018 Legislature established the Campus Free Expression Act in section 1004.097, Florida Statutes. This statute provides direction and relevance to the Board's initiative as it codifies an individual's right to engage in free-speech activities at public higher education institutions. It also prohibits a public institution from shielding students, faculty, or staff from expressive activities while authorizing a public institution to create and enforce reasonable restrictions under specified conditions.

CIVIL DISCOURSE: BEST PRACTICES

The State University System

The state universities provided information on activities and initiatives promoting and supporting civil discourse in their campus communities. Best practices gleaned from a review of their submissions were highlighted within the following four categories.

1. Workshops & Professional Development: Presentations, lectures, workshops, or training designed to provide opportunities for faculty, staff, students, and campus partners to learn how to engage in and facilitate dialogue respectfully.
2. Speakers, Dialogue & Debate: Events or programs that provide opportunities for faculty, staff, and students to engage in, observe, or facilitate conversations and encourage civil discourse.
3. Outreach (on and off-campus): Programs, workshops, and or campaigns with external partners help cultivate a campus culture of civil discourse.
4. Research and Academic Affairs: Research-based initiatives, web tools, and courses designed to provide opportunities for students, faculty, and staff to engage in and learn about issues related to civil discourse in a formal setting.

Additionally, the committee researched established national programs addressing civil discourse and interviewed prominent authorities in this area. Interviews were conducted with Dr. Robert George, McCormick Professor of Jurisprudence & Director, James Madison Program at Princeton University; Dr. Lynn Pasquerella, President of the Association of American Colleges and Universities; Dr. Diana Hess, Dean, University of Wisconsin School of Education; Ms. Liz Joyner, Founder & C.E.O., the Village Square; Dr. Bill Mattox, Director, James Madison Institute's Marshall Center for Educational Options; Dr. Tim Chapin, Dean, FSU College of Social Sciences and Public Policy, and Dr. Jonathan Haidt, founder of the Heterodox Academy.

National Models

A review of the national postsecondary system and institutional civil discourse programs identified a number of highly regarded initiatives and strategies that promote and support civil discourse. Examples include the following.

- The Center for Peace and Conflict Resolution, Brigham Young University: The Center's primary focus is conflict resolution. Through mediation, arbitration, training workshops, research, conferences, academic courses, and consultations, the Center assists both the university and the community in building skills and promoting understanding of peace, negotiation, communication, and conflict resolution.
- Heterodox Academy: Heterodox Academy is a nonpartisan international collaborative of professors, administrators, and students committed to enhancing the quality of research and education by promoting open inquiry, viewpoint diversity, and constructive disagreement in institutions of higher learning. The

Heterodox Academy was founded in 2015 by scholar Jonathan Haidt. He was prompted by his views on the negative impact that the lack of ideological diversity has had on the quality of research within the Academy.

The Academy collaboratively engages with universities throughout the U.S. to promote rigorous, open, and responsible interactions across lines of difference as essential to separating good ideas from bad and making good ideas better. Heterodox scholars view the university as a place of collaborative truth-seeking, where diverse scholars and students approach problems and questions from different points of view in pursuit of knowledge, discovery, and growth.

- The Institute for Civic Discourse and Democracy, Kansas State University: The Institute pursues theories and practice in civic discourse that are identified to advance improvements in all campus and community interactions. The Institute supports public conversation to elevate specific qualities of civic discourse, including inclusiveness, equality, reciprocity, reflection, reason-giving, and shared decision-making. The Institute offers certificates and degrees through the university's communication studies department; and offers workshops, facilitator training, and research opportunities through the Kansas Civic Life Project.
- The James Madison Program in American Ideals and Institutions: The James Madison Program is a scholarly institute within the Department of Politics at Princeton University and is dedicated to exploring enduring questions of American constitutional law and Western political thought. The James Madison Program was founded in 2000 by Dr. Robert George, McCormick Professor of Jurisprudence at Princeton University, and follows the University of Chicago's principles on freedom of expression.

The James Madison Program promotes teaching and scholarship in constitutional law and political thought and provides a forum for free expression and robust civil dialogue and debate. The Program hosts visiting postdoctoral and undergraduate fellows and offers various activities, courses, summer programs, and other related activities promoting free expression.

RECOMMENDATIONS

All 12 universities in the State University System have voiced a commitment to civil discourse and have provided numerous examples of programs and policies to establish, maintain, and support civil discourse throughout their living, learning, and working environment.

In recent years, there have been incidents of unacceptable behaviors and violations of codes of conduct and personnel policies relating to civil discourse by administrators, faculty, and students in the system. When such incidents occur, universities must respond to grievances with rapid response, thorough review, and adjudication according to their established policies. This process is most valuable when the conflict is resolved,

the impacted individuals are redressed, and all involved can learn and grow from the experience.

Moreover, programming restricting participation based on race or ethnicity, and in violation of existing university policies, has occurred with more frequency on Florida campuses. Although perhaps well-intentioned, often the effect of these programs is to further divide and disenfranchise, rather than promote understanding through civil discourse.

The Board of Governors as Advocate

The Board of Governors, responsible for the management and operation of the State University System, is unequivocal in its support of civil discourse throughout its 12 campus communities. The Board believes that each campus community member has a unique and critical role in the adherence to civil discourse and the ongoing support of the establishment, maintenance, and evaluation of civil discourse initiatives.

The Board of Governors' "Statement of Free Expression" remains an integral part of the Board's three-pronged mission for state universities: to deliver a high-quality academic experience for students, to engage in meaningful and productive research, and to provide a valuable public service for the benefit of local communities, metropolitan regions, and the state.

- I. **The Board of Governors expects that the leadership at each university will operationalize the Board's commitment to open-minded and tolerant civil discourse by promoting, supporting, and regularly evaluating adherence to the principles set forth in the Board's Statement of Free Expression and cultivating a culture of civil discourse in all campus interactions, including academic, administrative, extracurricular, and social dealings.**

University Planning

In its 2025 Strategic Plan, the Board of Governors sets forth its mission for the State University System and further states that the state universities will "*support students' development of the knowledge, skills, and aptitudes needed for success in the global society and marketplace.*" The Board strongly believes that the state universities are well-positioned to provide the foundation for civil discourse learning, understanding, and growth for all campus community members.

Each university's Accountability Plan is an annual report of specific accountability measures and strategic plans.

- II. **The Board of Governors recommends that each university's Accountability Plan and Strategic Plan include a specific endorsement of the Board's Statement of Free Expression, as well as a clear expectation for open-minded and tolerant civil discourse throughout the campus community. The Board of Governors will include similar statements and principles in its Strategic Plan for the State University System.**

University Leadership

State university boards of trustees have the powers and duties necessary for each university's operation, management, and accountability. University civil discourse policies, programs, and initiatives should be viewed as strategic priorities by each board of trustees. The Board of Governors also believes that university faculty senates and student governments have a vital role and should participate early and often in the development, implementation, evaluation, and support of civil discourse programs and initiatives.

- III. **The Board of Governors recommends that the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board's Statement of Free Expression and commit to the principles of civil discourse.**
- IV. **The Board of Governors recommends that each board of trustees conducts a thorough review of current student orientation programs, student codes of conduct, and employee policies and procedures to ensure consistency with the Board of Governors Statement of Free Expression, the principles of free speech and civil discourse, and compliance with section 1004.097, Florida Statutes.**

The University President

The university president has primary responsibility for establishing the campus culture and setting the day-to-day living, learning, and working environment for all university community members. The president directs and monitors these efforts and is ultimately accountable for the civil discourse climate in the campus community.

Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties, states that the annual evaluation for university presidents addresses "responsiveness to the Board of Governors' strategic goals and priorities."

- V. Beginning in the 2022 presidential evaluation and contract renewal cycle, as a part of a president's evaluation, the Chair of the Board of Governors will consult with the board of trustees chair to review the university's campus free speech climate, including adherence to the principles set forth in the Board's Statement of Free Expression, the occurrence and the resolution of any issues related to the university's compliance with substantiated violations of section 1004.097, Florida Statutes, and the implementation of best practices promoting civil discourse.

Academic, Student, and Administrative Affairs

Board of Governors Regulation 1.001, University Boards of Trustees Powers & Duties, directs each board of trustees to adopt regulations or policies for a student code of conduct and establish a personnel program for all university employees. These policies are required to include standards for performance and conduct as well as disciplinary actions, complaints, appeals, and grievance procedures.

A university's personnel policies, orientation programs, and student code of conduct are critical to setting the tone for a climate of open-mindedness and tolerance for civil discourse. More specifically, all university campus areas, including classrooms, lecture halls, offices, and extracurricular, residential, and social locales, offer opportunities for learning, tolerance, and growth. Academic deans and directors, student affairs administrators, faculty, and students share responsibility for establishing and reinforcing tolerant, open-minded, and respectful discourse on a university campus.

- VI. The Board of Governors recommends that university academic, student affairs, and administrative leaders review student orientation programming, student codes of conduct, and employee personnel policies and procedures to ensure that they contain clear and unambiguous support for the Board's Statement of Free Expression, and the principles of free speech and civil discourse, and that they are in compliance with section 1004.097, Florida Statutes.

Best Practices for Civil Discourse

- VII. The Board of Governors recommends implementing the following best practices based on its review of university programs and initiatives that effectively promote and support civil discourse.

- **Instill the importance of civil discourse, academic freedom, and free speech from day one**, utilizing student and employee orientation sessions, public assemblies, and official university documents and communications.
- **Schedule and host ongoing, campus-wide forums, dialogues, and debates** on various issues and perspectives to promote open discussion, understanding, and learning opportunities.
- **Foster intellectual diversity** by encouraging university leadership to: (1) promote viewpoint diversity and open-minded discussion and debate, and (2) highlight and enforce policies that prohibit programming that excludes participation based on race or ethnicity.
- **Avoid disinvitations** by developing clear, viewpoint-neutral policies and procedures governing the invitation and accommodation of campus speakers.
- **Provide targeted educational and professional development opportunities** for university administrative employees to reinforce free expression and open-minded debate norms.
- **Encourage faculty to establish and maintain a learning environment in their classrooms and offices that supports open dialogue and the free expression of all viewpoints and create processes to evaluate the strength of such environments.**

Appendix A

State University System of Florida

Statement of Free Expression

April 15, 2019

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage a full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own worldview. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of each of our institutions' academic and research missions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so without fear of being bullied, threatened, or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process. And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict unlawful expression, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's Campus

Free Expression Act, section 1004.097, Florida Statutes, and the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions while preserving campus order and security.



Board of Governors
State University System of Florida

325 West Gaines Street, Suite 1614

Tallahassee, Florida 32399

Phone: (850) 245-0466

www.flbog.edu



Regular Meeting | Board of Trustees
February 23, 2022

INFO-2: Board of Governors' Task Force on Academic and Workforce Alignment Recommendations

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

At its January 26, 2022 meeting, the Board of Governors (BOG) approved the Task Force on Academic and Workforce Alignment Recommendations. The report outlines four recommendations and next steps, including the expectation for each president to provide an update on partnership activities at the BOG's March 2022 meeting. President Cartwright will reference the report and university action during his remarks. Chair Martins requested a copy of the report be included for trustees to review.

Background Information:

The Task Force on Academic and Workforce Alignment has heard from several business leaders across the state of Florida on how the State University System can better engage with the Florida business sector. If approved by the Task Force on Academic and Workforce Alignment, this item will be forwarded to the full Board for consideration.

(This background information was taken directly from the January 25, 2022 Board of Governors' Task Force on Academic and Workforce Alignment materials).

Recommended Action:

For information and review

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: State University System Task Force on Academic and Workforce Alignment Recommendations

Facilitators/Presenters:

N/A

TASK FORCE ON ACADEMIC AND WORKFORCE ALIGNMENT

Recommendations



TASK FORCE RECOMMENDATIONS

JANUARY 2022

These recommendations are designed to create a path forward for stronger partnerships between the State Universities and Florida industries. The Board will receive an update from the universities on progress in these areas in June 2022. At that point, the Board may develop additional recommendations to continue to move the needle forward.

KEY QUESTIONS

How can Florida's universities broaden and strengthen their ties with the private sector and key industry stakeholders?

How can Florida's universities become more proactive in solving real-world problems faced by Florida industry?

How can the university system help the state reach the goal of being a top ten global economy by 2030?



RECOMMENDATION 1

CREATE A SYMBIOTIC PARTNERSHIP BETWEEN STATE UNIVERSITIES & FLORIDA BUSINESSES

The overall goal of this recommendation is to improve engagement with university leadership and Florida businesses.

- Each university president should know and maintain a relationship with the CEO of the five largest employers for their graduates. This includes personal phone calls, meetings, and other engagement opportunities.
- The dean of each college should know and maintain relationships with the CEO or c-suite executive of the five largest employers of graduates from their college. The deans shall report activities to their senior leadership who shall report to the president.
- Each dean shall review the industry advisory councils or councils for individual departments. If departments do not have advisory councils, they should develop a plan for establishing one and present this plan in the report identified below.
- Each university will compile a deans' report into an annual report to submit to the Board of Governors each year. Reports shall include
 - membership of advisory councils
 - last time the curriculum for a program was changed
 - activities completed
 - implementation plans for any programs without advisory councils
 - curricular changes
- University presidents should begin regularly attending meetings of statewide business groups. These include but are not limited to the Florida Chamber, Associated Industries of Florida, and Enterprise Florida.
- Each university should establish a point of contact at each institution for businesses that want to engage or partner in various activities (e.g., programs, research, or internships) and publish these contacts on their webpage. The Board office will also collect this list and post it on our “For Business” webpage, which will be shared with state economic development groups, regional economic development agencies, and site selector organizations.
- When a new business establishes a headquarters in the state, there is an expectation that the university president or appropriate senior leadership reach out to the business.
- Each university should develop a plan to engage businesses in research opportunities. The plan should include how the university can help solve real-world problems faced by Florida's industries.



RECOMMENDATION 2

PREPARE STATE UNIVERSITY SYSTEM GRADUATES FOR THE EXPECTATIONS OF THE 21ST CENTURY WORKFORCE

- Universities must require all students within their first year to complete a profile in Handshake or Symplicity as part of a student's requirement to look at My Florida Future. This should be added to each institution's plan as part of the implementation of HB 1261.
- Explore the potential for centralized internship reporting on institutions' campuses. The Board will collect additional information from universities about this initiative, including the number and percentage of undergraduates who completed internships before graduation.
- Develop best practices for an institution-wide internship advisory council.
- Universities should implement a continuous feedback loop on internships from employers, including
 - communication of feedback to students and appropriate faculty in a timely fashion, and
 - incentives to employers to provide feedback on students completing both non-credit and for-credit internships.



RECOMMENDATION 3

SYSTEM-WIDE PLATFORM FOR INTERNSHIPS AND EMPLOYMENT

- The Board office will work with institutions to explore the pros and cons of moving to one platform for internships and employment, and make a recommendation based on this analysis.
- The Board office will provide a link to the Florida Career Center Consortium page and links to Handshake and Symplicity on its "For Business" page.
- Career center directors should present Handshake and Symplicity to the Florida Chamber Board and Florida Council of 100, and other statewide economic development groups as appropriate.



RECOMMENDATION 4

SYSTEM-WIDE GUIDANCE FOR STUDENTS & EMPLOYERS

Board staff will facilitate workgroups to develop guidance in the following areas and invite feedback from statewide business groups such as The Florida Council 100 and Florida Chamber. The guidance shall be provided to the Board of Governors for review and approval in June 2022.

- Develop system-wide definitions of experiential learning
- Best practices for advisory councils for colleges and departments
 - Frequency of meetings
 - Communication to university leadership on activities
 - Membership of councils
- Develop system-wide guidelines for effective partnering with businesses

NEXT STEPS

JANUARY 2022

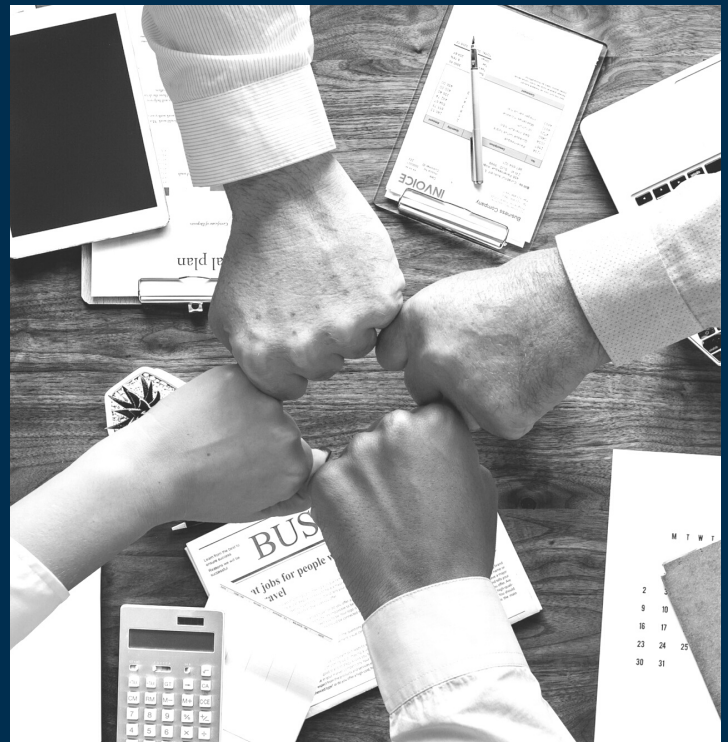
- Board considers recommendations
- Institutions adopt requirement for students to complete profiles & resumes

MARCH 2022

- Presidents provide updates on partnership activities

JUNE 2022

- Updates on recommendations 1 & 2
- System guidance on internships & business partnerships



**STATE UNIVERSITY
SYSTEM OF FLORIDA**



Board of Trustees

Agenda Memo

Board of Trustees
February 23, 2022

AES-1: Conferral of Degrees

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Approval for Spring 2022 Conferral of Degrees

Background Information:

UCF expects to award the following degrees during the Spring commencement ceremonies on May 6 – 7, 2022.

Baccalaureate Degrees:	7,299
Master's Degrees:	1,199
<u>Doctoral and Specialist:</u>	<u>201</u>
Total:	8,699

Recommended Action:

Recommend approval of the conferral of degrees during the Spring 2022 Commencement.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

BOG 1.001 (4)(a)
UCF BOT AESC Charter

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:

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Spring Graduation Count

Facilitator/Presenter:

Michael D. Johnson

UCF Spring 2022 Commencement

College	Bachelor	Master	Doctorate	CollegeTotals
College of Arts and Humanities	631	53	4	688
College of Business Administration	832	197	2	1,031
College of Community Innovation and Education	815	388	24	1,227
College of Engineering and Computer Science	1,100	218	57	1,375
College of Graduate Studies	0	16	0	16
College of Health Professions and Sciences	769	140	35	944
College of Medicine	315	9	4	328
College of Nursing	321	37	25	383
College of Optics and Photonics	20	4	10	34
College of Sciences	1,787	69	36	1,892
College of Undergraduate Studies	348	0	0	348
Rosen College of Hospitality Management	361	68	4	433
Degree level totals:	7,299	1,199	201	8,699

Board of Trustees
February 23, 2022

AES-2: Request to Offer New Degree Program Proposal – MS in Event Leadership

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Rosen College of Hospitality Management (RCHM) proposes a new degree--a Master of Science in Event Leadership. The multi-billion-dollar event industry marketplace is strong locally, nationally, and globally and will continue to evolve and grow across multiple sectors including, private, government, association, cultural, festivals, sports, music, tourism, and corporate. The program graduates will be in high demand as they acquire the leadership skills required by the diverse industry segments.

Background Information:

By introducing a master's degree in event leadership, we will build on the strength and reputation of our undergraduate Bachelor of Science in Event Management degree, our much-in-demand Graduate Certificate in Event Management, and our existing but more generic Master of Science in Hospitality & Tourism Management degree.

Since its launch in 2004, Rosen College has continued to evolve with the maturation of these programs, the experience of our faculty, and the strength of our collaborations across the broad event community spectrum. Contributing to a sound foundation to establish a reputable online graduate degree program in event leadership.

Recommended Action:

Approve the proposed M.S. program in Event Leadership

Alternatives to Decision:

Deny

Fiscal Impact and Source of Funding:

The fiscal impact is minimal for this graduate program in event leadership. The expertise and courses are building on faculty already in place from both the undergraduate program in event management and the more generic master's degree in hospitality & tourism management.

Authority for Board of Trustees Action:

UCF 2.040 Development, Approval, Termination, and Suspension of Degree Programs

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:**

Michael D. Johnson, Provost and Executive Vice President for Academic Affairs

Supporting Documentation:

Attachment A: Request to Offer New Degree Program – Cover Page - MS in Event Leadership

Please click the link below to view the full proposal:

<https://bot.ucf.edu/wp-content/uploads/sites/5/2022/01/AESC-21.pdf>

Attachment B: Analysis Summary for New Degree Program Authorization – MS in Event Leadership

Attachment C: MS in Event Leadership Presentation

Facilitator/Presenter:

Timothy D. Letzring, Vice Provost for Academic Affairs



Board of Governors, State University System of Florida
REQUEST TO OFFER A NEW DEGREE PROGRAM

In Accordance with BOG Regulation 8.011

(Please do not revise this proposal format without prior approval from Board staff)

University of Central Florida

Institution Submitting Proposal

Fall 2022

Proposed Implementation Term

Rosen College of Hospitality Management

Name of College(s) or School(s)

Name of Department(s)/Division(s)

Event Leadership

Academic Specialty or Field

Master of Science in Event Leadership

Complete Name of Degree

52.0907

Proposed CIP Code (2020 CIP)

The submission of this proposal constitutes a commitment by the university that, if the proposal is approved, the necessary financial resources and the criteria for establishing new programs have been met prior to the initiation of the program.

Date Approved by the University Board of Trustees

President's Signature

Date

Board of Trustees Chair's Signature

Date

Provost's Signature

Date

PROJECTED ENROLLMENTS AND PROGRAM COSTS

Provide headcount (HC) and full-time equivalent (FTE) student estimates for Years 1 through 5. HC and FTE estimates should be identical to those in Appendix A – Table 1. Indicate the program costs for the first and the fifth years of implementation as shown in the appropriate columns in Appendix A – Table 3A or 3B. Calculate an Educational and General (E&G) cost per FTE for Years 1 and 5 by dividing total E&G by FTE.

Implementation Timeframe	HC	FTE	E&G Cost per FTE	E&G Funds	Contract & Grants Funds	Auxiliary/Philanthropy Funds	Total Cost
Year 1	30	22.5	\$7,175	\$161,447			\$161,447
Year 2	60	37.5					
Year 3	60	37.5					
Year 4	60	37.5					
Year 5	60	37.5	\$5,955	\$223,318			\$223,318

Analysis Summary for New Degree Authorization
Program Name: Event Leadership 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.	<p>Met with Strength</p> <p>Rosen has well-established partnerships/collaborations with local, national, and international businesses that directly relate to the Master of Science in Event Leadership. The degree will provide “highly relevant continuing education” that intersects with the hospitality management industry located in Florida and especially in the Orlando metropolitan area. The degree program will bolster the already strong ties the Rosen College has with the various community stakeholders and contribute to its internationally renowned reputation. The faculty supporting the program is respected and diverse and the online delivery will be highly attractive to students representing domestic, international, and underrepresented groups.</p>
2.	If there have been program reviews or accreditation activities in the discipline or related disciplines pertinent to the proposed program, the proposal provides evidence that progress has been made in implementing the recommendations from those reviews.	<p>Met</p> <p>The Rosen College of Hospitality Management programs were evaluated in 2017-18 as part of the SACSCOC 7-year review process. This proposed master's program in Event Leadership is a direct response to the recommendations of this process which included external reviewers from peer institutions. Associated with the review, the existing Program Advisory Board was enhanced to help develop the event leadership area. Other recommendations from the review led to course redesign to better meet industry needs, activities to recruit students from diverse backgrounds, and increasing collaboration with the Alumni Relations Office to develop mentoring networks.</p>
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.	<p>Met with Strength</p> <p>The ten, 3-credit course sequence are clearly outlined and present a logical path for students to complete the curriculum requirements in five terms (fall, spring, summer, fall, spring). The online format and non-traditional calendar (7-week terms) for the cohort-based degree program will be attractive to students in the industry and facilitate enrollment. The courses benefit from considerable connectivity of the Rosen College with partners in the legal profession, destination professionals, and organizations across the region, nationally and internationally, with an established delivery of graduate leadership courses. There is no relevant accrediting body associated with this non-thesis graduate program.</p>

	Criteria	Proposal Response to Criteria
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.	<p>Met with Strength</p> <p>The current graduate faculty is highly qualified in the area of Event Leadership and represents the breadth of expertise that is necessary to support the initiative. The proposal has accounted for enrollment growth (which is capped at 60 students) and will be able to implement the program with the designated eight faculty members. The Rosen College has a long history of delivering event courses associated with their existing MS programs. The courses will be taught at a regular frequency to facilitate degree completion in a reasonable timeframe. The research productivity of the college placed it in #1 in the nation and #2 in the World based on Shanghai Ranking.</p>
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 with Strength</p> <p>The library report indicates that the majority of resources (databases, journals, books) are available with funding provided in the proposal for additional resources where required. However, to ensure that the program remains a leader in its field, \$3,000 has been set aside each year to update library stock, journal subscriptions. There is one database, i.e., Passport, that was noted as absent from UCF, but available among the peer institutions.</p> <p>As this is a fully online program, no classroom or additional faculty office space is required. No laboratory, research laboratory or other types of physical space, equipment, fellowships, scholarships, GTA/GRAs or clinical/internship sites are needed for this program.</p>
6.	Evidence is provided that there is 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 with Strength</p> <p>The scale, dynamism, and exponential growth of the event management sector demonstrates a need of talented professionals to lead it into the future. This is a view expressed by their partners and collaborators who over many years have helped shape course and program curriculum at the Rosen College. This degree program does not duplicate programs offered at FAMU or FIU. Though FIU has an MS in Hospitality Management with a track in Mega-Events, it consists of only four courses and is designed specifically for people who plan large scale events. It is not a leadership program, nor is it designed to attract both planner and supplier event professionals. Projected enrollments are reasonable, given evidence of demand from the existing Event Management certificate program. The U.S. Bureau of Labor Statistics predicts strong job growth in the industry, providing further evidence of program need. The Disney Aspire educational investment program will consistently supply a pool of students in need of this type of credential.</p>

	Criteria	Proposal Response to Criteria
7.	<p>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>	<p>Met with Strength</p> <p>In Year 1 (with 30 students), the salary and benefits for one existing lecturer @ .13% effort, four existing assistant and associate professors @ .20% effort and one associate professor @ .40% effort totaling \$157,457 will be re-allocated from existing E&G funding to the new program. In Year 5 (with 60 students), the salary and benefits for one existing lecturer @.13% effort, six assistant and associate professors @ .20% effort and one associate professor @ .40% effort totaling \$215,338 will be re-allocated from existing E&G funding to the new program. Year 1 includes \$5,000 for marketing. And as mentioned previously, \$3,000 will be reallocated to the library annually to acquire new resources related to Event Leadership.</p> <p>This program will be a self-sustaining program, supported by traditional E&G standard tuition rates. It will not require a significant reallocation of financial or human resources that would detract from existing programs.</p>
8.	<p>The proposal provides evidence that the academic unit(s) associated with this new degree have been productive in teaching, research, and service.</p>	<p>Met with Strength</p> <p>RCHM faculty consists of a diverse dynamic team offering their expertise and broad research knowledge reflecting the multi-faceted sectors of the hospitality and tourism industry. Faculty members in the department are recognized for their work in the field of event management and are actively engaged in both research and industry outreach. In 2014 there were only 82 graduate students. The RCHM graduate population currently exceeds 400. Several Tourism Events & Attractions (TEA) faculty members have received the Rosen College Research Incentive Award and Award of Excellence in Research. Rosen College faculty members have extensive experience teaching on-line. The quality of this has been recognized by UCF Distance Learning evaluations and external rankings.</p>

Master's of Science - Event Leadership

- Innovative academic structure – one course every 7 weeks
- Clear Support from industry Leaders
 - Disney Signature Experiences
 - USA GAMES Special Olympics
 - Hello! Florida, Destination Management
 - Entertainment Technology Partners (ETP)
 - Orange County Convention Center

Disney SIGNATURE EXPERIENCES

“Today I am writing to express my full support of the school's plan to launch a new graduate degree program in Event Leadership starting in the fall of 2022. This program will serve the needs of the global meetings, conventions and events business, enhancing the level of professionalism among its practitioners and generating future employment opportunities across this multibillion-dollar industry.”

Thomas Mazloum
Vice President



Board of Trustees
Regular Meeting | February 23, 2022

AUD-1: Board of Governors' Performance-based Funding Data Integrity Certification Audit Report

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

To determine if the report achieves the objective of complying with the Board of Governors' reporting requirements and any correction plans identified within the report are clearly documented and adequately address the correction plans.

Background Information:

As an annual requirement, University Audit has performed an audit of UCF's processes to ensure the completeness, accuracy, and timeliness of data submissions relating to Board of Governors' performance funding metrics.

The results of this audit are required to be accepted by the committee including any identified corrective action plans. After acceptance by the committee and subsequent review and approval by the full UCF Board of Trustees, the report shall be submitted to the Board of Governors' Office of Inspector General and Director of Compliance no later than March 1, 2022.

Recommended Action:

Accept University Audit's report on the Board of Governors Performance-based Funding Data Integrity Certification Process.

Alternatives to Decision:

Elect not to accept the report and/or require additional work be performed by University Audit along with a formal request to the Board of Governors for a filing extension.

Fiscal Impact and Source of Funding:

Cost to UCF is internal representing the hours spent by University Audit and other departments in completing the audit and reviewing the results.

Authority for Board of Trustees Action:

The Florida Board of Governors' Data Integrity Certification process which was established in June 2014.

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:

Robert Taft, Chief Audit Executive



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Board of Governors' Performance-based Funding Data Integrity Certification Audit Report

Facilitators/Presenters:

Robert Taft, Chief Audit Executive



UNIVERSITY OF CENTRAL FLORIDA

PERFORMANCE-BASED FUNDING DATA INTEGRITY

**AUDIT OF INTERNAL CONTROLS AND COMPLIANCE
AS OF SEPTEMBER 30, 2021**

**AUDIT 365
JANUARY 14, 2022**

This work product was prepared in accordance with the International Standards for the Professional Practice of Internal Auditing, as published by the Institute of Internal Auditors, Inc.



UNIVERSITY OF CENTRAL FLORIDA

University Audit

Phone: 407-823-2889

P.O. Box 160080

Orlando, FL 32816-0080

MEMORANDUM

TO: Alexander Cartwright
President

FROM: Robert J. Taft
Chief Audit Executive

DATE: January 14, 2022

SUBJECT: Audit of Performance-based Funding Data Integrity

The enclosed report represents the results of our Performance-based Funding Data Integrity audit.

We appreciate the cooperation and assistance of the staff in Institutional Knowledge Management, the Office of Research, the College of Graduate Studies, and the UCF Foundation.

cc: M. Paige Borden
Linda Sullivan
Michael Johnson
Liz Klonoff
Dorothy Yates
Chad Macuszonok
Doug Backman
Jana Jasinski
Mike Kilbride
Board of Trustees
State University System of Florida Inspector General

Background and Performance Objectives

Beginning in 2013-14, the Florida Board of Governors (BOG) implemented a performance-based funding (PBF) model which utilizes a set of performance metrics to evaluate universities on a range of issues, including graduation rates, job placement, cost per degree, and retention rates.

The model has four guiding principles:

1. use metrics that align with SUS Strategic Plan goals,
2. reward Excellence or Improvement,
3. have a few clear, simple metrics, and
4. acknowledge the unique mission of the different institutions.

For the 2021-22 funding year, each university was evaluated on seven common metrics. The eighth metric applied to all but two institutions, New College of Florida (New College) and Florida Polytechnic University (Florida Poly).

On June 30, 2020, Florida Senate Bill 72 added two new metrics, which replaced the ninth metric chosen by the BOG that focused on specific areas of improvement and the distinct mission of each university, and each university BOT selects one metric of its own.

The eight common metrics:

1. percent of bachelor's graduates continuing their education or employed (with a salary greater than \$25,000) within the U.S. one year after graduation
2. median wages of bachelor's graduates employed full-time one year after graduation
3. average cost to the student (net tuition per 120 credit hours) for a bachelor's degree
4. four-year graduation rate (includes full-time, first time in college students)
5. academic progress rate (second year retention with a GPA greater than 2.0)
6. bachelor's degrees awarded within programs of strategic emphasis
7. university access rate (percent of fall undergraduates with a Pell-grant)
8. graduate degrees awarded within programs of strategic emphasis (not applicable to New College and Florida Poly)

New College and Florida Poly were assigned an alternate eighth metric more appropriate to their mission. This is the first year that Florida Poly is eligible to participate in the funding process.

The two new Florida Senate Bill 72 metrics:

- 9A. two-year graduation rate for Florida College System (FCS) associate in arts transfer students
- 9B. six-year graduation rate for student who are awarded a Pell Grant in their first year

Metric selected by UCF Board of Trustees:

10. percent of bachelor's degrees awarded to African American and Hispanic Students

The BOG developed a Performance-based Funding Data Integrity Certification form to provide assurances that the data provided by universities is reliable, accurate, and complete. This certification form is to be signed by the university president, affirmatively certifying each of the 13 stated representations or providing an explanation as to why the representation cannot be made as written. The certification form is also to be approved by the university Board of Trustees (BOT) and signed by the BOT chair.

To make such certifications meaningful, during the 2019 Legislative Session, lawmakers approved Senate Bill 190 that contains language amending section 1001.706, Florida Statutes. The new language states:

“Each university shall conduct an annual audit to verify that the data submitted pursuant to ss. 1001.7065^[1] and 1001.92^[2] complies with the data definitions established by the board and submit the audits to the Board of Governors Office of Inspector General as part of the annual certification process required by the Board of Governors.”

Audit Objectives and Scope

The primary objective of this audit is to determine the adequacy of university controls in place to promote the completeness, accuracy, and timeliness of data submissions to the BOG, particularly as they relate to PBF metrics and preeminence metrics. This audit also provides an objective basis of support for the president and BOT chair to certify the required representations on the data integrity certification form.

Our approach is to audit supporting data files related to a minimum of four of the PBF measures each year so that all PBF measures are tested at least twice within a five-year cycle.

This year's testing included data files submitted as of September 30, 2021, related to the following four metrics:

- Metric 5: academic progress rate (second year retention with a GPA greater than 2.0)
- Metric 7: university access rate (percent of fall undergraduates with a Pell-grant)
- Metric 9A: two-year graduation rate for Florida College System (FCS) associate in arts transfer students
- Metric 9B: six-year graduation rate for student who are awarded a Pell Grant in their first year

¹ S. 1001.7065, Florida Statute, Preeminent State Research University Program

² S. 1001.92, Florida Statute, State University System Performance-based Incentive

The 2015-16 audit included a comprehensive review of the controls and processes established by the university to ensure the completeness, accuracy, and timeliness of data submissions to the BOG which supported the PBF metrics. As part of our annual audit process, we review any changes to these controls and processes on an annual basis with Institutional Knowledge Management (IKM) and determine if these changes will have any impact on our audit approach.

In addition, we verified the completeness and accuracy of the Student Instruction File (SIF) and Student Financial Aid (SFA) files submitted to the BOG in support of the measures listed above. By developing queries in PeopleSoft independently and then comparing those results to the files submitted to BOG, we were able to test 100 percent of the students submitted for these files.

As an Emerging Preeminence university, we began auditing the Preeminent Metrics in 2019. The Preeminent Metrics selected for this year's audit include:

Metric	Title and period reviewed	Goal	Result
A	Average high school GPA for incoming freshmen in Fall semester (Fall 2020)	4.0	4.2 (achieved)
A	Average SAT score for incoming freshmen in Fall semester (Fall 2020)	1200	1315 (achieved)
F	Science and engineering research expenditures (2019-20)	\$200M	\$188M (not achieved)
G	Non-medical science and engineering research expenditures (2019-20)	\$150M	\$170M (achieved)

Preeminent Metrics F and G are derived from information included in the National Science Foundation (NSF)'s Higher Education Research and Development (HERD) Survey. This survey data is collected and submitted by the Office of Research. Data for all the other metrics is reported to the Board of Governors by IKM.

Overview of Results

A. Performance-based Funding

Based on our audit, we have concluded that UCF's controls and processes are adequate to ensure the completeness and accuracy of data submitted to the BOG in support of performance-based funding metrics.

We believe that our audit can be relied upon by the university president and the UCF Board of Trustees as a basis for certifying the representations made to the BOG related to the integrity of data required for the BOG performance-based funding model.

It should be noted that, based on factors described below, the following file submittals were delayed:

- 2019-2020 Financial Aid – due to time required for the UCF Accounting Team to research errors that were identified
- Fall 2019 SIF Enrollment – due to Hurricane Dorian in 2019
- Fall 2019 SIF Degrees awarded – due to the Registrar’s Office being late in posting the Fall 2019 bachelor's degrees, posting was delayed until the week of February 17th
- Summer 2020 SIF Enrollment – due to large changes to the Peoplesoft system files for the medical career
- Summer 2020 SIF Degrees awarded – due to delay in Registrar’s Office posting official degrees
- Fall 2020 SIFP Enrollments – due to large changes to the Peoplesoft system files for the medical career

The BOG was informed of these delays which had no impact on performance funding calculations.

B. Preeminent Metrics

The information submitted to NSF for the HERD Survey is a compilation of PeopleSoft project expenditures, UCF Foundation (UCFF) expenditures, forgone overhead, tuition remission, and faculty salaries for internally funded research conducted by faculty (paid with university funds) as allocated in the Faculty Activities System.

Research and development expenditures reported in the HERD Survey totaling \$239.3 million were overstated 11.5%, as follows:

- The Office of Research included expenditures for projects listed as Other Sponsored Activities, which are not research or development; thereby, overstating expenditures and the related indirect cost by \$27.1 million.
- UCFF research related expenditure reports erroneously included transfers to the UCF Research Foundation, reclassifications from Endowed accounts to Spending accounts within UCFF, and endowment and investment fees, all totaling approximately \$731,000.
- We also identified an additional \$275,000 in Tuition Remission that should be included in the HERD Survey expenditures.

These revisions totaling \$27.6 million **do not change the outcome** for Preeminent Metric F (which was not achieved) and Preeminent Metric G (which was achieved). These same issues may have existed in prior years; however, this is the first year that detail testing of HERD Survey responses was within our audit scope.

Based on our analysis, it appears the discrepancies occurred due to lack of management review of detailed reporting. Audit has provided additional detailed guidance to Office of Research to

minimize the risk of future inaccuracies. Due to the scheduled implementation of Workday, the reporting workflow will be changing.

Recommendation

The Office of Research should further scrutinize the reports used to respond to the HERD Survey and should submit survey response corrections to National Science Foundation.

Audit Timeline

Beginning of audit: July 27, 2021

End of fieldwork: December 3, 2021

Audit Team Members

Vicky Sharp, Auditor III, Auditor In-Charge

Vallery Morton, Audit Manager, Level I Reviewer

Robert Taft, Chief Audit Executive, Level II Reviewer



AUD-2: Performance-based Funding Data Certification Form

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

To determine if the form achieves the objective of complying with the Board of Governors' reporting requirements and accurately expresses the results of the audit and the attestations being made by the university including documentation of any significant exceptions or concerns.

Background Information:

As an annual requirement, UCF is required to complete a Performance-based Data Integrity Certification Form affirming the results of the completed audit report (AUD-1) and that all representations included in the Performance Data Integrity Certification Form have been fulfilled.

After approval of the form by the committee and subsequent approval by the full UCF Board of Trustees, this document is to be signed by the university president and the UCF Board of Trustees Chair and is to be submitted to the Board of Governors' Office of Inspector General and Director of Compliance no later than March 1, 2022.

Recommended Action:

Approval for submission of the Performance-based Funding Data Integrity Certification Form to the Board of Governors.

Alternatives to Decision:

Elect not to approve the form and/or require additional work be performed by University Audit along with a formal request to the Board of Governors for a filing extension.

Fiscal Impact and Source of Funding:

Cost to UCF is internal representing the hours spent by University Audit and other departments in completing the audit and reviewing the results.

Authority for Board of Trustees Action:

The Florida Board of Governors' Data Integrity Certification process which was established in June 2014.

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:

Robert Taft, Chief Audit Executive



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Performance-based Funding Data Integrity Certification Form

Facilitators/Presenters:

Robert Taft, Chief Audit Executive



Data Integrity Certification

March 2022

University Name: University of Central Florida

INSTRUCTIONS: Please respond “Yes” or “No” for each representation below. Explain any “No” responses to ensure clarity of the representation you are making to the Board of Governors. Modify representations to reflect any noted **material or significant** audit findings.

Data Integrity Certification Representations			
Representations	Yes	No	Comment / Reference
1. I am responsible for establishing and maintaining, and have established and maintained, effective internal controls and monitoring over my university’s collection and reporting of data submitted to the Board of Governors Office which will be used by the Board of Governors in Performance-based Funding decision-making and Preeminence or Emerging-preeminence Status.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	UCF’s audit revealed that the National Science Foundation’s Higher Education Research and Development (HERD) Survey responses provided by UCF’s Office of Research for research expenditures were overstated by \$27.6 million or 11.5%; however, these revisions do not change the outcome for Preeminent Metric F (which was not achieved) and Preeminent Metric G (which was achieved). These same issues may have existed in prior years; however, this is the first year that detail testing of HERD Survey responses was within our audit scope. The Office of Research is conducting a thorough review and this overstatement may be reduced based on additional scrutiny.
2. These internal controls and monitoring activities include, but are not limited to, reliable processes, controls, and procedures designed to ensure that data required in reports filed with my Board of Trustees and the Board of Governors are recorded, processed, summarized, and reported in a manner which ensures its accuracy and completeness.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification

3. In accordance with Board of Governors Regulation 1.001(3)(f), my Board of Trustees has required that I maintain an effective information system to provide accurate, timely, and cost-effective information about the university, and shall require that all data and reporting requirements of the Board of Governors are met.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
4. In accordance with Board of Governors Regulation 3.007, my university provided accurate data to the Board of Governors Office.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
5. In accordance with Board of Governors Regulation 3.007, I have appointed a Data Administrator to certify and manage the submission of data to the Board of Governors Office.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification Representations			
Representations	Yes	No	Comment / Reference
6. In accordance with Board of Governors Regulation 3.007, I have tasked my Data Administrator to ensure the data file (prior to submission) is consistent with the criteria established by the Board of Governors Data Committee. The due diligence includes performing tests on the file using applications, processes, and data definitions provided by the Board Office.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
7. When critical errors have been identified, through the processes identified in item #6, a written explanation of the critical errors was included with the file submission.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
8. In accordance with Board of Governors Regulation 3.007, my Data Administrator has submitted data files to the Board of Governors Office in accordance with the specified schedule.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>It should be noted that, based on factors described below, the following file submittals were delayed:</p> <ul style="list-style-type: none"> • 2019-20 Financial Aid – due to time required for the UCF Accounting Team to research errors that were identified • Fall 2019 SIF Enrollment – due to Hurricane Dorian in 2019 • Fall 2019 SIF Degrees awarded – due to the Registrar's Office being late in posting the Fall 2019 bachelor's degrees, posting

Data Integrity Certification

			<p>was delayed until the week of February 17th</p> <ul style="list-style-type: none"> • Summer 2020 SIF Enrollment – due to large changes to the PeopleSoft system files for the medical career • Summer 2020 SIF Degrees awarded – due to delay in Registrar's Office posting official degrees • Fall 2020 SIFP Enrollments – due to large changes to the PeopleSoft system files for the medical career <p>The BOG was informed of these delays which had no impact on performance funding calculations.</p>
9. In accordance with Board of Governors Regulation 3.007, my Data Administrator electronically certifies data submissions in the State University Data System by acknowledging the following statement, "Ready to submit: Pressing Submit for Approval represents electronic certification of this data per Board of Governors Regulation 3.007."	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
10. I am responsible for taking timely and appropriate preventive/ corrective actions for deficiencies noted through reviews, audits, and investigations.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
11. I recognize that Board of Governors' and statutory requirements for the use of data related to the Performance-based Funding initiative and Preeminence or Emerging-preeminence status consideration will drive university policy on a wide range of university operations – from admissions through graduation. I certify that university policy changes and decisions impacting data used for these purposes have been made to bring the university's operations and practices in line with State University System Strategic Plan goals and have not been made for the purposes of artificially inflating the related metrics.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification

Data Integrity Certification Representations			
Representations	Yes	No	Comment / Reference
12. I certify that I agreed to the scope of work for the Performance-based Funding Data Integrity Audit and the Preeminence or Emerging-preeminence Data Integrity Audit (if applicable) conducted by my chief audit executive.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
13. In accordance with section 1001.706, Florida Statutes, I certify that the audit conducted verified that the data submitted pursuant to sections 1001.7065 and 1001.92, Florida Statutes [regarding Preeminence and Performance-based Funding, respectively], complies with the data definitions established by the Board of Governors.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Data Integrity Certification Representations, Signatures	
<p>I certify that all information provided as part of the Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) is true and correct to the best of my knowledge; and I understand that any unsubstantiated, false, misleading, or withheld information relating to these statements render this certification void. My signature below acknowledges that I have read and understand these statements. I certify that this information will be reported to the board of trustees and the Board of Governors.</p> <p>Certification: _____ Date _____</p> <p style="margin-left: 40px;">President</p>	
<p>I certify that this Board of Governors Data Integrity Certification for Performance-based Funding and Preeminence or Emerging-preeminence status (if applicable) has been approved by the university board of trustees and is true and correct to the best of my knowledge.</p> <p>Certification: _____ Date _____</p> <p style="margin-left: 40px;">Board of Trustees Chair</p>	

Board of Trustees
February 23, 2022

BUD-1: Operating Budgets for Auxiliary Facilities with Bonded Debt

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Board of Governors' Regulation 9.008 *University Auxiliary Facilities with Outstanding Revenue Bonds* provides guidance to universities for auxiliary facilities with outstanding revenue bonds. Certain outstanding state university system bond issues for auxiliary facilities have covenants that state: "The Board of Governors shall annually, at least ninety (90) days preceding the beginning of each fiscal year, prepare a detailed budget providing reasonable estimates of the current revenues and expenses of the university during the succeeding fiscal year and setting forth the amount to be deposited in the Maintenance and Equipment Reserve Fund (reserves). The budget shall be adopted by the Board of Governors and shall not be changed during the fiscal year except by the same procedure by which it was adopted." The university currently has outstanding revenue bonds for both its Parking and Housing auxiliaries.

Proposed Parking budget reflects \$21.7 million in revenue and \$22.6 million in expenditures resulting in net change in fund balance of \$(974) thousand, this reflects a \$11.1 million decrease from prior fiscal year estimated net change primarily related to the receipt of \$7.4 million of HEERF (Higher Education Emergency Relief Funds) reflected in prior year to supplement lost revenues resulting from the impact of COVID-19 calculated from April to December 2021. Additionally, non-personnel operating expenses budgeted for fiscal year 2022-23 included increased expense for repairs & maintenance. The proposed budget satisfies bond covenant requirements for debt coverage ratio and sufficient funding of required reserves.

Proposed Housing budget reflects \$29.6 million in revenue and \$29.1 million in expenditures resulting in net change in fund balance of \$543 thousand, this is a \$9.7 million decrease from prior fiscal year estimated net change primarily related to the receipt of \$8.3 million of HEERF reflected in prior year to supplement lost revenues resulting from the impact of COVID-19 calculated from April to December 2021. Additionally, fiscal year 2022-23 is reflecting increased expenses in salaries and auxiliary overhead. The proposed budget satisfies bond covenant requirements for debt coverage ratio and proposes a \$69 thousand transfer to Reserve account to satisfy minimum required balance.

Background Information:

Board of Governors' Regulation 9.007 *State University Operating Budgets and Requests Auxiliary Enterprises* provides guidance on budgeting for all auxiliaries. Auxiliary enterprises include those activities that are not instructional in nature but support the operation of the university. The auxiliaries must generate adequate revenue to cover expenses and allow for future renovations and building or equipment replacement, if applicable. The use of certain auxiliary revenues are restricted by either state statute, Board of Governors' regulations, and/or bond covenants. For both Parking and Housing debt the reserve requirements for repair and replacement indicate that a balance totaling 30% of pledged

revenues must be maintained. Housing and Parking Services restrictions will become unrestricted upon payoff of all bonded debt.

The attached budget proposals were developed using requests from the individual departments and an analysis of expected revenue and expenditures with a comparison to projected and actual amounts from the prior year. Fiscal year 2021-22 estimates were prepared using updated assumptions and estimates based on information available through December 31, 2021. Detailed account variance notes are included on each attachment for reference.

Recommended Action:

Recommend approval to the Board of the attached fiscal year 2022-23 budgets for Parking and Housing.

Alternatives to Decision:

Modify or change the proposed budgets for fiscal year 2022-23.

Fiscal Impact and Source of Funding:

These auxiliary enterprises generate sufficient revenues to cover their own expenses and maintain adequate cash reserves to satisfy bond covenants.

Authority for Board of Trustees Action:

Board of Governors Regulation 9.008 University Auxiliary Facilities with Outstanding Revenue Bonds requires approval of the operating budget for these facilities by the university's Board of Trustees prior to submission to the Board of Governors in February.

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:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: 2022-23 Proposed Auxiliary Facilities Operating Budgets- Parking Services

Attachment B: 2022-23 Proposed Auxiliary Facilities Operating Budgets- Housing Operations.

Facilitators/Presenters:

Misty Shepherd, Senior Associate Vice President for Financial Affairs

Attachment A

University of Central Florida
2022-23 Proposed Auxiliary Facilities Operating Budget
Parking

	2021-22 Estimated Actuals	2022-23 Proposed Budget	Increase (Decrease)
Revenues			
Student fees - Transportation	14,909,186	14,869,109	(40,077)
HEERF Lost revenue ¹	7,438,548	-	(7,438,548)
Decal sales, permits, and citations ^{2,3}	6,437,403	6,627,840	190,437
Other revenue	137,062	164,110	27,048
Total revenues	28,922,199	21,661,059	(7,261,140)
Expenditures			
Salaries and benefits	1,707,350	1,868,482	161,132
Other personal services	502,756	586,498	83,742
Operating expense (non-personnel) ⁴	13,193,239	16,960,889	3,767,650
Operating capital outlay	27,250	60,000	32,750
Debt service	2,878,600	2,334,350	(544,250)
Transfer to - Construction ⁵	466,206	825,000	358,794
Total expenditures (Including debt service)	18,775,401	22,635,219	3,859,818
Net change in fund balance	10,146,798	(974,160)	(11,120,958)
Ending operating cash	23,970,850	22,996,690	(974,160)
Ending replacement reserves	6,883,307	6,883,307	-
Total cash	\$ 30,854,157	\$ 29,879,997	\$ (974,160)

¹ HEERF Lost Revenue for COVID-19 revenue impact from April 2020-December 2020.

² Fiscal year 2021-22 budget assumes pre-COVID levels with a 20% reduction for reduced on-campus population and traffic. Current YTD actuals (July 2021- December 2021) show a 10% increase over budget. Fiscal year 2022-23 budget assumes the average 3 year permits sales from FY17-19 with a 10% reduction.

³ Fines and citations for fiscal year 2021-22 are low due to decreased campus population as a result of hybrid work/class schedules as well as factors that relate to enforcement positions being understaffed. Fiscal year 2022-23 budget assumes the average 3 year citation revenue from FY17-19 with a 10% reduction.

⁴ Fiscal year 2022-23 operating expense budget includes increase in Repairs & Maintenance of \$1.9M to resurface lots B-9, H-2, H-3, H-4, and H-4a and \$1M contingency that is not a part of the fiscal year 2021-22 estimate but was also budgeted for unexpected needs.

⁵ Facilities projects for fiscal year 2021-22 consists of bus shelter for Rosen campus, an ADA engineering study, and a lot maintenance project. Facilities projects for fiscal year 2022-23 consists of remodel/buildout at Visitor Info Center, installation of static license plate recognition cameras at garages, and installing gargage and lot parking count system.

Attachment B

University of Central Florida
2021-22 Proposed Auxiliary Facilities Operating Budget
UCF Owned Housing¹

	2021-22 Estimated Actuals	2022-23 Proposed Budget	Increase (Decrease)
Revenues			
Rental revenue ²			
Fall	12,663,320	12,757,000	93,680
Spring	12,824,205	12,757,000	(67,205)
Summer	2,560,000	2,475,000	(85,000)
HEERF Lost revenue ³	8,270,567	-	(8,270,567)
Other revenue ⁴	1,347,550	1,635,000	287,450
Total revenues	37,665,642	29,624,000	(8,041,642)
Expenditures			
Salaries and benefits ⁵	6,987,095	7,521,035	533,940
Other personal services ⁶	1,341,147	1,509,913	168,766
Operating expense ⁷	8,157,153	9,125,809	968,656
Debt service ⁸	7,129,650	6,403,913	(725,737)
Operating capital outlay	28,200	100,000	71,800
Transfers to - SDES and UCFIT	928,249	935,000	6,751
Transfers to - Construction ⁹	2,810,000	3,485,000	675,000
Total expenditures (Including debt service)	27,381,494	29,080,670	1,699,176
Net change in fund balance	10,284,149	543,330	(9,740,819)
Ending operating cash	13,581,217	14,055,870	474,653
Ending replacement reserves	8,818,523	8,887,200	68,677
Total cash	\$ 22,399,740	\$ 22,943,070	\$ 543,330

¹ UCF Owned facilities include 4,608 beds in Apollo, Libra, Nike, Hercules, Neptune, and Lake Claire communities, along with 4 Greek homes.

² Rental income projections for fiscal year 2022-23 are based on 98% fall and spring occupancy projections.

³ HEERF Lost Revenue for COVID-19 revenue impact from April 2020-December 2020.

⁴ Other revenue is projected to increase in fiscal year 2022-23 based on conference activities improving to near pre-COVID levels.

⁵ Salaries and Benefits for fiscal year 2022-23 are projected to increase as some vacancies are filled.

⁶ Other Personnel Expenses are estimated to increase due to the Florida minimum wage rate increasing from \$8.56 to \$10.00 per hour (16.82%).

⁷ Operating expenses are increasing primarily due to a change in methodology for university calculation of overhead from 11% of expenditures to 9% of revenues.

⁸ Debt service is scheduled to decrease in accordance with the amortization schedule for the Series 2018A bonds.

Housing Transfers to Construction		
	2021-22 Estimated Actuals	2022-23 Proposed Budget
Replacement of Fire Alarm - Academic Village 111/112	90,000	
Replacement of Fire Alarm - Osceola Hall		450,000
Replacement of Fire Alarm - Academic Village 102	450,000	
Replacement of Fire Alarm - Academic Village 104-105		500,000
Replacement of Fire Alarm - Lake Hall	445,000	

Replacement of HVAC units - Nike 102	850,000	
Fresh Air Introduction Project - Seminole Hall	375,000	
Replacement of Brevard, Orange, and Seminole Stairwells	600,000	300,000
Fresh Air Introduction Project - Orange Hall		400,000
Replacement of roof - Brevard Hall		200,000
Replacement of heat pumps\fresh air - Nike 102		250,000
Replacement of mechanical room doors - Apollo Community		80,000
Replacement of energy wheel - Sumter Hall		125,000
Sealing of building - Sumter Hall		125,000
Refurbish Elevator - Sumter Hall		155,000
Replacement of HVAC units - Nike 101		900,000
Total Construction Transfers	\$ 2,810,000	\$ 3,485,000

Board of Trustees
February 23, 2022

FAC-1: HEERF HVAC Renovations Projects –Budget Increase

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The university has been awarded institutional aid from federal Higher Education Relief Funds (HEERF) as a result of the pandemic. Guidance received from the Department of Education states that minor renovations and installation of HVAC systems are allowable costs to prevent the spread of COVID-19 through air infiltration systems.

In the June 30, 2021 BOT meeting (agenda item BOT-2), the Board approved \$18.4M of funding for four HEERF HVAC projects. These amounts were estimated by Facilities prior to engaging engineers, commissioning agents, and contractors. We have now engaged these industry partners to design and price the projects, and have sought to maximize the amount of construction scope possible on each project in order to make the best use of available HEERF funding. We are now requesting additional funding needed to accommodate construction cost escalation due to supply chain disruptions and to address additional scope of work opportunities discovered in the design process.

A summary of projects is detailed below:

HEERF Project	June 2021	Feb 2022	Delta
Student Union	\$3,900,000	\$4,600,000	\$700,000
Visual Arts	\$3,800,000	\$3,600,000	- \$200,000
Classroom I	\$2,900,000	\$2,900,000	\$0
Downtown CMB HVAC	\$3,900,000	\$4,500,000	\$600,000
Downtown Electrical and Controls	\$0	\$1,800,000	\$1,800,000
Downtown CWP	\$1,900,000	\$4,000,000	\$2,100,000
Contingency	\$2,000,000	\$0	-\$2,000,000
TOTAL INCREASE			\$3,000,000

A brief summary of each HEERF project is detailed below:

- Student Union HVAC replacement
 - Replaces 10 air handling units (AHUs) and all controls within the building.
 - Currently on schedule, but AHUs have not yet been delivered and if there are supply chain delays then it may push the schedule past the May 20, 2022 deadline
 - Requesting a budget increase from total project cost of \$3.9M to \$4.6M (\$700K increase) in order to maximize the construction scope and account for cost escalation related to COVID
- Visual Arts HVAC replacement

- Replaces 14 AHUs, associated chilled water coil and duct connections, exhaust fans, and outdoor air intake ventilators.
 - Currently on schedule
 - Currently on under budget; request a budget reduction from \$3.8M to \$3.6M total project cost.
- Classroom I HVAC replacement
 - Replaces 9 AHUs, associated chilled water coil and duct connections, and all controls within the building
 - Currently on schedule
 - Currently on budget (\$2.9M total project cost)
- Downtown Communications and Media Building (CMB) HVAC replacement
 - Replaces up to 30 refrigerant cooled roof top units (RTUs) with chilled water units and controls. Project is reliant on the next two projects for completion.
 - Chilled water RTU's have been purchased and are being delivered in January 2022
 - Due to delays in the chilled water project, this project will be delayed past May 20, 2022 and the project will require a schedule extension following the HEERF guidelines
 - Requesting a budget increase from total project cost of \$3.9M to \$4.5M (\$600K increase) in order to maximize construction scope and account for cost escalation related to COVID
- Downtown CMB electrical and controls
 - Replacement of electrical systems to serve increased load of new RTUs. This scope was discovered during design and is necessary to install the CMB RTUs. Replacement of controls for new RTUs.
 - Due to delays in the chilled water project, this project will be delayed past May 20, 2022 and the project will require a schedule extension following the HEERF guidelines
 - Request an additional \$1.8M for this added scope
- Downtown Chilled Water Plant (CWP) capacity
 - Addition of two 450 Ton water cooled chillers, associated tertiary and distribution pumps and control modifications to the current CWP, and adding a distribution piping to the CMB to provide chilled water to new RTUs.
 - Due to supply chain issues, chillers and chilled water piping will be delayed past May 20, 2022 and the project will require a schedule extension following the HEERF guidelines
 - Requesting a budget increase from total project cost of \$1.9M to \$4.0M (\$2.1M increase) in order to maximize construction scope and account for cost escalation related to COVID
- Contingency
 - The original HEERF request included a \$2M contingency as a separate line item which could be used across all projects. The above numbers include contingency within the individual project estimates. Should contingency be available in one project but needed on another, we will move contingency between projects – but will strive to keep projects within the above budget targets.

This sums to an additional \$3.0M of HEERF funds needed across the above projects. **We request that the budget for the above HEERF projects be increased by \$3.0M.**

Background Information:

The original HEERF funds in the amount of \$18.4M were approved in the June 30, 2021 BOT meeting, item BOT-2, which can be found on pages 50-57 at the link below:

<https://bot.ucf.edu/wp-content/uploads/sites/5/2021/06/Meeting-Materials-for-Board-of-Trustees-Special-Meeting-on-June-30th-2021-6.pdf>

Recommended Action:

Approve an increase of \$3.0M to the HEERF project budget, using HEERF funds.

Alternatives to Decision:

1. Reject this item, leaving the budget at the current \$18.4M. This will result in the reduction of project scope, and perhaps eliminating the Downtown CMB/CWP buildings from the project scope, in order to stay on budget. Equipment that has been released but that cannot be installed will not qualify for HEERF funding; the university will have to pay for these items with alternate funding sources.
2. Approve a partial funding increase. This will result in the reduction of project scope, to be determined, in order to stay on budget. Equipment that has been released but that cannot be installed will not qualify for HEERF funding; the university will have to pay for these items with alternate funding sources.

Fiscal Impact and Source of Funding:

The university has been awarded institutional aid from federal Higher Education Emergency Relief Funds (HEERF) as a result of the pandemic. Minor renovations and installation of HVAC systems are allowable costs to prevent the spread of COVID-9 through air filtration systems. Minor renovations have been defined by the university as 15% or less than current replacement value of the building.

Authority for Board of Trustees Action:

Section 1011.40, Florida Statutes, *Budgets for Universities*

Board of Governors Regulation 14.003 *Fixed Capital Outlay Projects – University Budgeting Procedures*
UCF Board Policy for University Operating, Carryforward, and Capital Outlay Budgets

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:

Jonathan Varnell, Vice President for Facilities and Business Operations

Supporting Documentation:

None

Facilitators/Presenters:

Jonathan Varnell, Vice President for Facilities and Business Operations

Duane Siemen, Assistant Vice President for Facilities Operations



Board of Trustees
February 23, 2022

FAC-2: Facilities and Infrastructure Committee Charter

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Committee's inaugural charter has been updated following review by Committee members and university leadership.

Background Information:

The inaugural charter was provided as an information item at the September 22, 2021 committee meeting. Committee members were asked to review and, if desired, request changes.

Recommended Action:

Approve the updated Committee charter.

Alternatives to Decision:

Not approve the charter or request additional changes.

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:

Jon Varnell, Vice President for Facilities and Business Operations

Supporting Documentation:

Attachment A: Updated Facilities and Infrastructure Committee Charter (red-line)

Attachment B: Updated Facilities and Infrastructure Committee Charter (clean copy)

Facilitators/Presenters:

Jon Varnell, Vice President for Facilities and Business Operations

Chair McAlpin



FACILITIES AND INFRASTRUCTURE COMMITTEE

PURPOSE AND AUTHORITY

The Facilities and Infrastructure Committee ("Committee") is a standing committee of the University of Central Florida Board of Trustees ("Board"). The purpose of the committee is to advise the Board on the capital improvement needs, including but not limited to, campus master planning, new construction projects, deferred maintenance, real estate, information technology, operational technology, and cybersecurity.

The Board authorizes the Committee to perform activities within the scope of its charter as follows:

- Provide oversight and strategic direction for the University's Campus Master Plan, including the University's program to administer the construction and maintenance of facilities.
- Provide oversight and strategic direction for the University's real estate program including real estate acquisitions, dispositions, or encumbrances for the university and its Related Entities.
- Provide oversight of the facilities and operations associated with on-campus student housing, affiliated off-campus student housing, and managed off-campus student housing.
- Review and assess construction-related activities, including information regarding change order activity and minor projects.
- Assessing and monitoring the effectiveness of the University's information technology, operational technology, and cybersecurity programs.
- Perform other duties as assigned by the Board or the Board Chair.

ROLES AND RESPONSIBILITIES

The Committee will review and recommend the following to the Board for action:

- The Campus Master Plan (CMP) and Campus Master Plan Amendments.
- The Educational Plant Survey (EPS) and Educational Plant Spot Surveys.
- Construction projects (new, remodeling, site work) with a projected total project cost in any amount greater than \$2 million, and any material changes to the projects.
- University facilities seeking funding by the Legislature, ~~including the PECO list, and on~~ the annual Capital Improvement ~~Program~~ Plan (including the PECO list).
- The acquisition, lease, license, disposition or encumbrance of real property transactions not delegated to the President.

- Additional items within the committee's scope and authority that require approval.

REPORTING RESPONSIBILITIES

- The Committee Chair will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.
- The Committee Chair will promptly notify all board members of any matters within its oversight roles and responsibilities that might significantly impact the financial, legal, academic standing, or reputation of the University.

MEMBERSHIP

- The chair of the Board will appoint the chair and members of the Committee and serve as a non-voting ex officio member.
- The Committee will consist of at least three members.
- Members of the Committee will serve until their resignation or replacement by the chair of the Board.

MEETINGS AND MINUTES

- Meetings will be held not less than two times per fiscal year.
- A majority of the Committee members will constitute a quorum for the conduct of business. Action shall require a majority vote of Committee members present.
- The Committee will maintain and post written minutes of its meetings in accordance with Florida Statute 1001.71.

STAFF

- The ~~senior vice president for finance and administration~~ vice president for facilities and business operations and the vice president for information technology and chief information officer will serve as the primary liaisons to the committee and delegate administrative responsibilities as necessary.
- The president, ~~and senior vice president for finance and administration~~ vice president for facilities and business operations, and the vice president for information technology and chief information officer may call upon additional staff to provide presentations, information, or recommendations in the scope of the committee's charter.

CHARTER REVIEW

- The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.



ADOPTION

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on February 23, 2022.

Associate Corporate Secretary
University of Central Florida Board of Trustees

Date



FACILITIES AND INFRASTRUCTURE COMMITTEE

PURPOSE AND AUTHORITY

The Facilities and Infrastructure Committee ("Committee") is a standing committee of the University of Central Florida Board of Trustees ("Board"). The purpose of the committee is to advise the Board on the capital improvement needs, including but not limited to, campus master planning, new construction projects, deferred maintenance, real estate, information technology, operational technology, and cybersecurity.

The Board authorizes the Committee to perform activities within the scope of its charter as follows:

- Provide oversight and strategic direction for the University's Campus Master Plan, including the University's program to administer the construction and maintenance of facilities.
- Provide oversight and strategic direction for the University's real estate program including real estate acquisitions, dispositions, or encumbrances for the university and its Related Entities.
- Provide oversight of the facilities and operations associated with on-campus student housing, affiliated off-campus student housing, and managed off-campus student housing.
- Review and assess construction-related activities, including information regarding change order activity and minor projects.
- Assessing and monitoring the effectiveness of the University's information technology, operational technology, and cybersecurity programs.
- Perform other duties as assigned by the Board or the Board Chair.

ROLES AND RESPONSIBILITIES

The Committee will review and recommend the following to the Board for action:

- The Campus Master Plan (CMP) and Campus Master Plan Amendments.
- The Educational Plant Survey (EPS) and Educational Plant Spot Surveys.
- Construction projects (new, remodeling, site work) with a projected total project cost in any amount greater than \$2 million, and any material changes to the projects.
- University facilities seeking funding by the Legislature on the annual Capital Improvement Plan (including the PECO list).
- The acquisition, lease, license, disposition or encumbrance of real property transactions not delegated to the President.



Board of Trustees

COMMITTEE CHARTER

- Additional items within the committee's scope and authority that require approval.

REPORTING RESPONSIBILITIES

- The Committee Chair will, at the next regularly scheduled board meeting, report to the Board any action taken by the Committee.
- The Committee Chair will promptly notify all board members of any matters within its oversight roles and responsibilities that might significantly impact the financial, legal, academic standing, or reputation of the University.

MEMBERSHIP

- The chair of the Board will appoint the chair and members of the Committee and serve as a non-voting ex officio member.
- The Committee will consist of at least three members.
- Members of the Committee will serve until their resignation or replacement by the chair of the Board.

MEETINGS AND MINUTES

- Meetings will be held not less than two times per fiscal year.
- A majority of the Committee members will constitute a quorum for the conduct of business. Action shall require a majority vote of Committee members present.
- The Committee will maintain and post written minutes of its meetings in accordance with Florida Statute 1001.71.

STAFF

- The vice president for facilities and business operations and the vice president for information technology and chief information officer will serve as the primary liaisons to the committee and delegate administrative responsibilities as necessary.
- The president, vice president for facilities and business operations, and the vice president for information technology and chief information officer may call upon additional staff to provide presentations, information, or recommendations in the scope of the committee's charter.

CHARTER REVIEW

- The Committee will review its charter annually and recommend to the Board any changes that the Committee deems necessary.



Board of Trustees

COMMITTEE CHARTER

ADOPTION

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on February 23, 2022.

Associate Corporate Secretary
University of Central Florida Board of Trustees

Date



Board of Trustees
February 23, 2022

GOV-1: Amendments to University Regulation UCF-3.038 Notice of Separation for USPS Employees

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The University proposes to amend University Regulation *UCF-3.038 Notice of Separation for USPS Employees* to clarify language regarding the probationary period for USPS employees. Specifically, it clarifies that probationary employees may be terminated at any time during the probationary period and that all probation periods are 12 months (except for those employees covered under the collective bargaining agreement with the Florida Police Benevolent Association).

This regulation was posted online January 21, 2022, for public comment. No comments were received as of the date of submission of these materials.

Background Information:

Florida Board of Governors Regulation 1.001 provides that "Each Board of Trustees is authorized to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors."

Recommended Action:

Approve amendments to UCF Regulation UCF-3.038.

Alternatives to Decision:

Do not amend University Regulation UCF-3.038 as proposed. Approve alternative amendments.

Fiscal Impact and Source of Funding:

N/A

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 has approved adding this item to the agenda ☒

Submitted by:

Youndy Cook, Vice President and General Counsel



Board of Trustees

Agenda Memo

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-3.038

Facilitators/Presenters:

Youndy Cook

UCF-3.038 Notice of Separation for USPS~~University Support Personnel System~~ Employees

(1) Except as provided by any applicable collective bargaining agreement, this regulation applies to all University Support Personnel System (USPS) employees. Employees on probation or in OPS, temporary, time-limited, emergency, or other irregular appointments may be separated from the university without advance notice, although they will normally be given two weeks' notice of separation.

(2) Probationary Employees:

- (a) All USPS employees must serve a probationary period, upon initial employment in a regular benefits-earning position. This period shall be a working trial period required of all new USPS employees, and during which the employees may be terminated at any time. Upon the successful completion of the probationary period, regular status is granted for those serving in regular benefits-earning positions.
- (b) USPS employees (excluding those covered under the University's collective bargaining agreement with the Florida Police Benevolent Association) in positions which have a six-month probationary period will serve only one (1) twelve-month probationary period upon their initial USPS employment. ~~Positions which have a twelve-month probationary period shall serve a probationary period in each classification.~~ After attainment of regular status in any-a regular benefits-earning USPS position, the USPS employees who serve in a position requiring a six-month probationary period will not be required to serve an additional probationary period during contiguous employment.
- (c) If a USPS employee has a break in service, a new probationary period will be required. Approved paid or unpaid leaves shall not be considered a break in service. An exception to this provision is the recall of a laid off employee during the recall period as noted in University Regulation UCF-3.0123, in which case the employee shall not be required to serve another probationary period.

(3) A USPS employee may be separated with cause in accordance with University Regulation UCF-3.033.

(4) USPS staff members have no expectation of continued employment beyond the terms listed herein. A USPS employee may be separated without cause by providing a written Notice of Separation informing the employee of the last date of employment with the university. The period between issuance of the Notice of Separation and the last date of employment shall be the notice period.

(5) Terms and conditions during the notice period:

- (a) The notice period shall be 16 weeks.
- (b) The employee's base rate of pay shall remain unchanged during the notice period. The employee shall not receive any pay increases or bonuses during the notice period.
- (c) At its discretion, the university may reassign the employee to other duties, responsibilities, and locations during the notice period.
- (d) At the time of or following issuance of a Notice of Separation, the University may elect in its discretion to pay the employee for the notice period, as may be allowed

under Florida law. If the University elects this option, it shall pay the employee an amount, less withholding, equal to the salary for that portion of the notice period which the University is paying out, and the employee's employment shall terminate immediately.

- (e) The employee has the right to seek employment elsewhere, either within or outside the university.
- (f) The employee remains subject to all university regulations, policies, and procedures during the notice period. The university's right to terminate the employee for cause remains in effect during the notice period. Similarly, the employee is subject to layoff in accordance with UCF Regulation 3.0123 during the notice period.

(6) Notice of Separation Procedures:

- (a) A department that wishes to consider the issuance of a Notice of Separation to an employee pursuant to this regulation must consult with Human Resources regarding the proposed action. The department must obtain the approval of the respective vice-president or designee prior to making a request to Human Resources for a separation action under this regulation. Only Human Resources is authorized to issue a Notice of Separation.
- (b) An employee who is separated in accordance with this regulation will be considered eligible for rehire.

(7) The decision to issue a Notice of Separation to a USPS employee shall not be based on constitutionally or statutorily impermissible grounds.

(8) The Chief Human Resources Officer or designee shall make final determinations as to interpretation and implementation of this regulation.

~~(9) This regulation is effective January 1, 2011.~~

Authority: BOG Regulation 1.001. History— New 8-3-10; Amended 10-1-12, 9-27-18, _____ -

22.



Board of Trustees
February 23, 2022

GOV-2: Amendments to University Regulation UCF-4.015 Fraud Prevention and Detection

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The University proposes to amend University Regulation *UCF-4.015 Fraud Prevention and Detection* to add new language to address provisions required by Board of Governors' regulation 4.001. BOG regulation 4.001 subsections (5) and (6) require each university to have a process in place for handling and notifying the BOG of any significant and credible allegations of fraud, waste, mismanagement, misconduct, and other abuses made against the president or a trustee, or against the chief audit executive or chief compliance officer, respectively. Further, each university must include this information in a university regulation. With these amendments to University Regulation UCF-4.015, the university meets this requirement.

This regulation was posted online January 21, 2022, for public comment. No comments were received as of the date of submission of these materials.

Background Information:

Florida Board of Governors Regulation 1.001 provides that "Each Board of Trustees is authorized to promulgate university regulations in accordance with the Regulation Development Procedure adopted by the Board of Governors."

Recommended Action:

Approve amendments to UCF Regulation UCF-4.015.

Alternatives to Decision:

Do not amend University Regulation UCF-4.015 as proposed. Approve alternative amendments.

Fiscal Impact and Source of Funding:

N/A

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 has approved adding this item to the agenda ☒



Board of Trustees

Agenda Memo

Submitted by:

Youndy Cook, Vice President and General Counsel

Supporting Documentation:

Attachment A: Proposed Amended Regulation UCF-4.015

Facilitators/Presenters:

Youndy Cook

UCF-4.015 Fraud Prevention and Detection

(1) Applicability. This Regulation is applicable to all members of the University of Central Florida (University or UCF) community, including all UCF Board of Trustees' (Board) members, University employees, students, volunteers, and all contractors and guests attending, doing business with, or affiliating with the University or any of its employees, organizations, components, campuses, facilities, or events.

(2) Definitions.

- (a) Fraud: An intentional misrepresentation or concealment of a material fact for the purpose of obtaining a benefit that would not otherwise be received, or inducement of another to act upon the intentional misrepresentation or concealment to his or her detriment.
- (b) Fraud Prevention: Hindering, precluding, stopping, or intercepting the performance of fraud.
- (c) Fraud Detection: Finding, discovering, or bringing out facts related to the occurrence of fraud.
- (d) Employee: A person who performs services for, and under the control and direction of, UCF.

(3) Fraud Prevention and Detection Criteria. The Board of Trustees is committed to creating an organizational culture that proactively identifies potential fraud scenarios, discourages the commitment of fraud, and provides encouragement to report potential fraud. This Regulation establishes University criteria related to appropriate institutional controls and risk management framework to provide reasonable assurance that fraudulent activities within the University's areas of responsibility are prevented, detected, reported, and investigated. Accordingly, the University hereby identifies the following fraud prevention and detection criteria:

- (a) Zero tolerance. The University has zero tolerance for fraudulent activities and will promote consistent organizational behavior and institute preventive measures and controls designed to deter, prevent and/or detect fraudulent activities.
- (b) Acts constituting fraud. Examples of fraud may include, but are not limited to:
 - 1. Forgery or alteration of any document or account belonging to UCF;
 - 2. The willful and/or intentional destruction, alteration or concealment of any records to be used in the conduct of an audit, bid/vendor selection, contract execution, or pursuit of debt financing;
 - 3. Misappropriation of funds, securities, supplies, equipment, or other assets of UCF;
 - 4. Theft of a check or other diversion of payment intended for an internal or external party;
 - 5. Participation in any activity that is intended to initiate an identity theft scheme; and
 - 6. Any similar or related inappropriate conduct or irregularity and/or dishonest or fraudulent act while performing University functions.
- (c) Anti-Fraud Framework and Strategies.
 - 1. Framework. Under the direction of the president and with assistance from other members of management and University Audit, the university will develop and maintain an anti-fraud framework, which shall include, but not be limited to:

- a. Committing to combating fraud by creating an organizational culture and structure conducive to fraud risk management through awareness, training and a “tone at the top”;
 - b. Planning regular fraud risk assessments using scenario analysis and similar methods to identify potential fraud scenarios and assessing the likelihood and impact of these risk scenarios to determine the University’s overall fraud risk profile;
 - c. Designing and implementing a strategy with specific preventative and detective control activities to mitigate assessed fraud risks associated with potential scenarios and fostering collaboration at all levels of the University to help ensure effective implementation of the identified strategies and control activities; and,
 - d. Evaluating the success of the adopted framework based on actual fraud losses and changes in known fraud scenarios using a risk-based/cost-benefit approach and adapting current activities to improve future fraud risk management.
2. Management Commitment. All levels of management are responsible for establishing and following process controls as applicable for their division or unit in accordance with this regulation. Management is responsible for ensuring their controls are functioning effectively and designed to prevent and/or detect fraud. Any instance of fraud, misappropriation, or irregularity that is detected or suspected must be reported immediately to the University’s Chief Audit Executive. Management shall not initiate their own fraud investigations or hire external parties to initiate a fraud investigation.
3. Division of Audit. University Audit has the primary responsibility for the investigation of all suspected fraudulent acts as defined by this regulation, along with developing and maintaining the university’s anti-fraud framework to prevent, detect and report fraud. As necessary, University Audit will work with the Board and management to obtain external parties with subject matter expertise and/or professional independence to perform or assist with fraud investigations.
4. Risk Assessment. University Audit, with the assistance and active participation of other divisions, will periodically perform a fraud risk assessment and advise the Board and management of potential actions and activities that could reduce the risk of fraud.
- (d) Delineation of Responsibilities. The delineation of responsibilities for the prevention, detection, reporting, investigation, and remediation of fraud shall operate in accordance with the roles and responsibilities outlined in this regulation.
- (e) Reporting.
 1. Requirement to Report. University employees, consultants, vendors, persons doing business with UCF, or DSO employees, who have suspicion of a fraud or misappropriation, shall immediately notify University Audit. Complaints may be made anonymously.

2. Requirement to Act in Good Faith. Anyone reporting an irregularity that is detected or suspected must be acting in good faith and have reasonable grounds for believing the information provided. Allegations made maliciously or with knowledge of their falsity may be subject to appropriate institutional disciplinary action.
 3. Complainant Notification Procedure. Reports of fraud should be made to either of the following:
 - a. University Audit. University Audit may be emailed at audit@ucf.edu and/or contacted at (407) 823-2889 <https://universityaudit.ucf.edu>. Persons seeking whistle-blower protection should file reports of fraud directly to University Audit.
 - b. UCF IntegrityLine. The University's IntegrityLine allows anonymous reporting and may be used to submit reports of potential fraud: <http://www.ucfintegrityline.com/>.
- (f) Rights and Protections of the Reporting Individual.
1. Confidentiality. The University will treat all information received confidentially to the extent permitted under applicable law.
 2. Whistleblower Protection. University Audit shall initially assess each reported complaint when there is a known complainant to determine if the allegations fall under the Whistle-blower Act (Sections 112.3187 – 112.31895, Florida Statutes). If the reported allegations fall under the Whistle-blower Act, that employee who reported the wrongful acts, or suspected acts in good faith, is protected against retaliation for making such report and the identity of the whistle-blower is confidential and exempt from disclosure. Additional whistle-blower information is outlined in UCF 2-010 Whistle-blower Determination and Investigation Policy. <https://policies.ucf.edu/documents/2-010.pdf>
 3. Retaliation. UCF prohibits any form of retaliation against individuals who make a good faith report of potential misconduct including fraud or suspected fraud or for their participation in an investigation into misconduct. An employee or other person who lawfully, appropriately, and in good faith reports suspected fraud or other improper activity shall not be discharged, demoted, suspended, threatened, harassed, or suffer adverse personnel action of any kind because of such individual's lawful actions in providing information or assistance to an investigation into fraudulent or other inappropriate activity. Additional information is outlined in UCF 2-700 Reporting Misconduct and Protection from Retaliation Policy. <https://policies.ucf.edu/documents/2-700.pdf>
- (g) Alert Process.
1. General. The results/status of ongoing investigations will not be disclosed or discussed with anyone, unless required by law, regulation, or University policy. When a final report is issued, University Audit will abide by the notification guidance outlined in Board of Governors' Regulation 4.001.
 2. Substantiated Fraudulent Activities. If the investigation substantiates that any fraudulent activities have occurred, University Audit will issue reports

to appropriate designated University personnel and external parties as required to provide details and support for this conclusion.

3. Notification to Board of Governors. The Chief Audit Executive shall timely notify the Board of Governors Office of Inspector General and Director of Compliance (OIGC) of any significant and credible allegation(s) of fraud, waste, ~~or~~ mismanagement, misconduct, or other abuse made against a University Board of Trustees' member or the president. Such allegations will be handled as follows:
 - (a) The Chair of the Board of Trustees (or the Chair of the Audit and Compliance Committee of the Board of Trustees if the allegations involve the Board Chair), in consultation with the Chair of the Board of Governors, shall review the matter and may ask the OIGC to conduct a preliminary inquiry, in accordance with section 10.2.a of the OIGC charter. If it is determined that an investigation is warranted, it shall take one of the following forms:
 1. The Board of Trustees will hire an independent outside firm to conduct the investigation with OIGC guidance and monitoring; or
 2. The OIGC will perform the investigation.
 - (b) At the conclusion of such investigation, the report shall be submitted to the subject, who shall have twenty (20) working days from the date of the report to submit a written response. The subject's response and the investigator's rebuttal to the response, if any, shall be included in the final report presented to the Chair of the Board of Trustees and the Board of Governor's Audit and Compliance Committee. ; and shall provide copies of all final investigative reports to the Board of Governors, if the allegations are determined to be significant and credible.
4. Significant and credible allegations of fraud, waste, mismanagement, misconduct, or other abuses made against the Chief Audit Executive or Chief Compliance and Ethics Officer. If the University receives a significant and credible allegation of fraud, waste, mismanagement, misconduct, or other abuse against the Chief Audit Executive or the Chief Compliance and Ethics Officer, the President and the Chair of the Audit and Compliance Committee will consult to review the matter and timely provide the OIGC with sufficient information to demonstrate that the Board of Trustees is both willing and able to address the allegations. If, after review, an investigation is warranted, the Chair of the Audit and Compliance Committee in consultation with the President may either hire an independent outside firm to conduct the investigation or direct the Office of Inspector General to conduct the investigation if appropriate. At the conclusion of the investigation, the report shall be submitted to the subject, who shall have twenty (20) working days from the date of submission of the report to submit a written response. The subject's response along with any rebuttal by the investigator shall be included in the final report presented to the President, the Chair of the Audit and Compliance Committee, and the OIGC.

(h) Actions.

1. General. Employees determined to have participated in fraudulent acts will be subject to disciplinary action (i.e., demotion, suspension, termination, etc.) in accordance with University policies and regulations and any applicable collective bargaining agreements.
2. Criminal, Civil, or Administrative. Criminal, civil and/or other administrative actions may also be taken against any person or entity who is found to have participated in unlawful acts or who knowingly withheld information that would have revealed fraudulent or other improper activities.
3. Non-employee. Failure to comply by a consultant, vendor, contractor, outside agency, or person doing business with UCF or in any other relationship with UCF could result in cancellation of the business or other relationship between the entity and UCF.

(4) Periodic Review. This regulation shall be reviewed every five years for currency and consistency with applicable Board of Governors and University regulations. The Board of Trustees shall be notified, at least annually, of the efficacy of the University's antifraud framework and any necessary revisions to improve the framework.

Authority: Article IX, Section 7, Florida Constitution, Board of Governors Regulations 1.001, 3.003, and 4.001. History—New 11-18-21, _____-22.



Board of Trustees
Regular Meeting | February 23, 2022

DISC-1: Where Do We Grow from Here: Regional Economic Overview and Talent Strategies to Advance a Future of Broad-based Prosperity

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

Tim Giuliani, President and CEO of the Orlando Economic Partnership (the Partnership), and Dale Brill, Senior Vice President of the Partnership, will present an overview of the region's current economic environment and emerging trends, highlighting areas of strategic opportunity for UCF to play a pivotal role in further amplifying regional industry cluster growth, enhancing and cultivating our technology and innovation ecosystem, and preparing our workforce for jobs of the future. Following the presentation, Chair Martins will facilitate discussion and Q&A with the Board.

Background Information:

The Board will host a series of sessions with industry leaders to inform decision-making and seek industry input throughout the strategic planning process.

Recommended Action:

For information and discussion

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:

Ron Piccolo, Special Assistant to the President and Galloway Professor of Management

Supporting Documentation:

Attachment A: Panelist Bios

Attachment B: Presentation: Where Do We Grow from Here: Regional Economic Overview and Talent Strategies to Advance a Future of Broad-based Prosperity



Board of Trustees

Agenda Memo

Facilitators/Presenters:

Tim Giuliani, President and CEO of the Orlando Economic Partnership
Dale A. Brill, Senior Vice President, Orlando Economic Partnership

Tim Giuliani

With an eye focused on the future, Tim Giuliani is advancing the pace of change and altering the perceptions of a region best known for tourism by re-conceptualizing the Orlando region's economic future. As the President and CEO of the Orlando Economic Partnership (the Partnership), Tim is leading a multi-year pursuit to create a new model for economic and community development that challenges the status-quo and establishes a new path forward towards broad-based prosperity for all.

Tim oversees the strategic direction of the Partnership's initiatives which include economic development, advocacy and public policy, advancing transportation solutions and branding the Orlando region as a great place to do business. The organization is home to the Orlando Regional Chamber of Commerce, Leadership Orlando, The Foundation for Orlando's Future and the Orlando Film Commission. With core values centered on being visionary, inclusive, collaborative and disciplined, the Partnership is injecting fresh resources and perspectives while harnessing the strength of Orlando's culture of collaboration and innovation in creating a new future for the region.

Tim's passion to provoke community impact started at an early age when he helped launch the "Truth Campaign" as a high school student- the most successful youth tobacco prevention effort in U.S. history. After graduating, he went on to earn his bachelor's degree in economics and communication from Florida State University and his master's in business administration from the Warrington College of Business at the University of Florida

Tim honed his leadership skills while at the Florida Chamber of Commerce where he helped establish the state's six pillars for economic growth and the Florida 2030 plan - all while still in his twenties. Tim also played a critical role in the passage of legislation that created the \$750 million Florida Growth Fund. He then joined the Gainesville Area Chamber of Commerce and Council for Economic Outreach as president and CEO where he improved the city's business climate through 75 changes in policy and practice along with an innovative collective impact initiative to improve the education system in Alachua County.

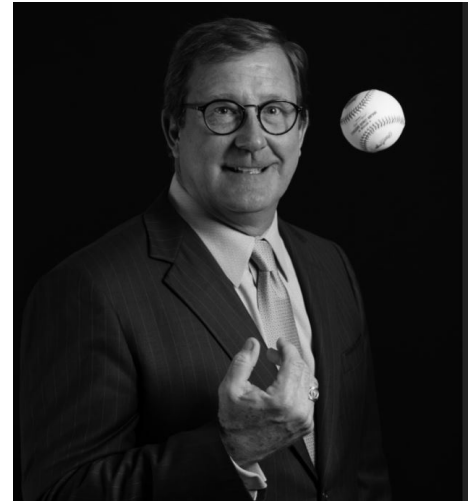
Tim then moved to Raleigh, NC to lead the Greater Raleigh Chamber of Commerce where he was a leader of the successful passage of the \$2.3 billion Wake County Transit Plan on the November 2016 ballot. Tim was also a leading voice opposing North Carolina's "Bathroom Bill" by creating an inclusion campaign titled, "All are Welcome Here."

Tim is a Certified Chamber Executive (CCE). He's served in volunteer leadership roles at the Association of Chamber of Commerce Executives, the Florida Research Consortium, and the U.S. Chamber of Commerce Council on Small Business. He's a board member for the Central Florida Sports Commission and Visit Orlando. He lives in the Lake Cherokee neighborhood in Downtown Orlando with his wife and three children.

Dale A. Brill, Ph.D.

Dr. Dale Brill serves as Senior Vice President for the Orlando Economic Partnership. He leads the integration of research and strategic insight as drivers of the Partnership's initiatives advancing broad-based prosperity.

Dale's background includes executive positions in private, public, and non-profit sectors. Prior to joining the Partnership in 2017, he led Thinkspot, a public policy research and development consultancy which followed tenure as president of the Florida Chamber Foundation where he developed and championed the Six Pillars framework.



In the public arena, Dale has served as Director of the Governor's Office of Tourism, Trade and Economic Development in Florida after four years as Chief Marketing Officer for VISIT FLORIDA. His experience in the private sector is highlighted by tenure as General Motor's first Dean of e-Commerce and later Global Business Leader for General Motors-Europe.

Dale has been recognized by the Hospitality Sales & Marketing Association International (HSMAI) as one of the Top 25 Most Extraordinary Minds and was selected among the inaugural class of Fast Company Magazine's "Fast 50 Innovators." He has served on the full-time faculties of Boston University and Florida State University with summer stints as an adjunct faculty member with the University of Central Florida's College of Business.

Dale and his wife, Stephanie, are doting parents of a seven-year-old son and five-year-old daughter who indulge their parents' fanaticism for the Chicago Cubs between their own soccer, football, gymnastics, and dance lessons.

Attachment B



**ORLANDO
ECONOMIC
PARTNERSHIP**

Advancing Broad-based Prosperity™

AWARD WINNING



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

Bronze Award
"Video/Multi-Media
Promotion"
2015



"Top 5 Best Economic
Development Organization" by
Site Selectors
2017



Bronze Winner
"Branded Content"
2018



"Best Sloan and
Place Branding"
Award
2019



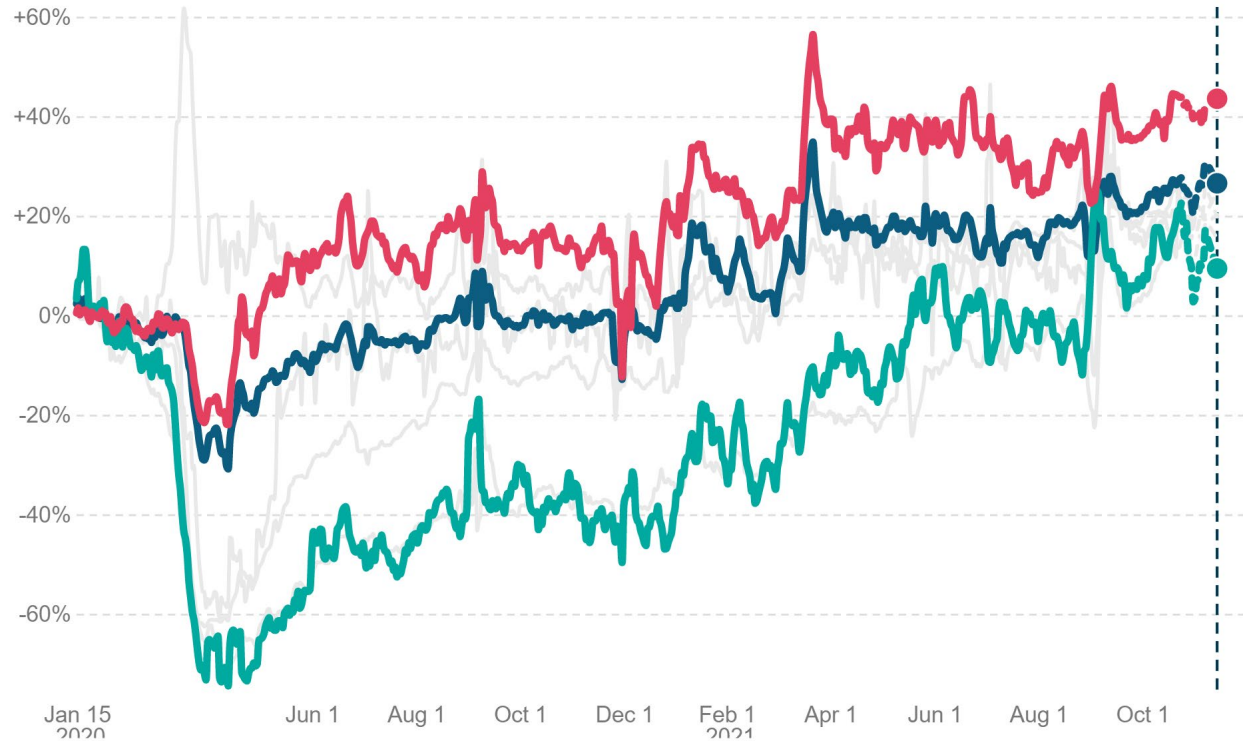
"Best Integrated
Marketing Campaign"
Silver Anvil Award
2021

Where Do We Grow from Here:

Regional Economic Overview and
Talent Strategies to Advance a
Future of Broad-based Prosperity

CHANGE IN CONSUMER SPENDING INDUSTRY

Week Ending Nov. 14, 2021

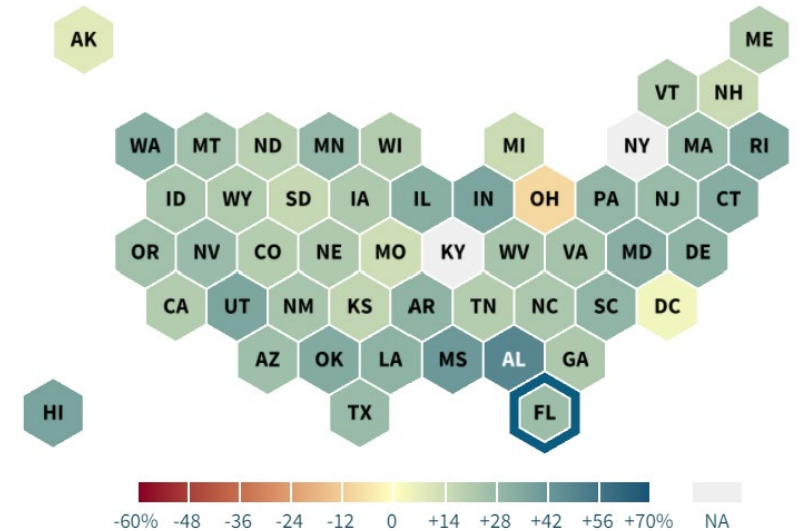


+43.5%
Retail

+26.5%
Total
Spending

+9.4%
Entertainment
& Rec.

National Consumer Spending



In Florida, as of Nov. 14, 2021, total spending by all consumers **increased by 26.5%** compared to Jan. 2020

CHANGE IN CONSUMER SPENDING COUNTIES



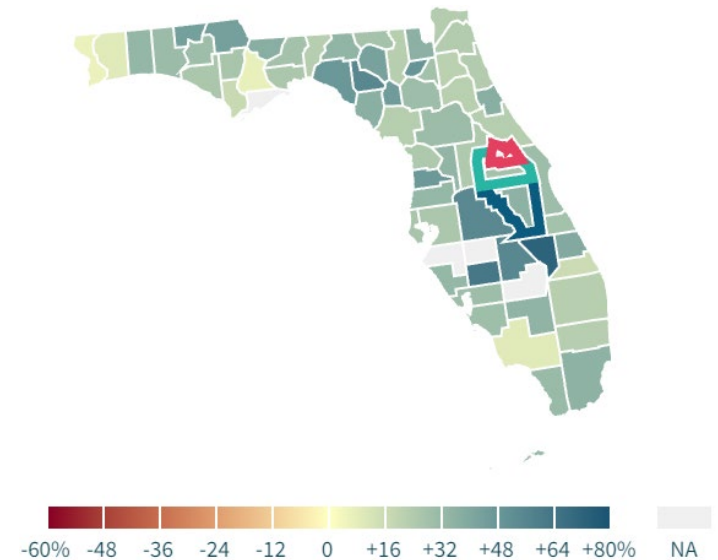
+35.6%
Osceola

+28.3%
Orange

+28.3%
Seminole

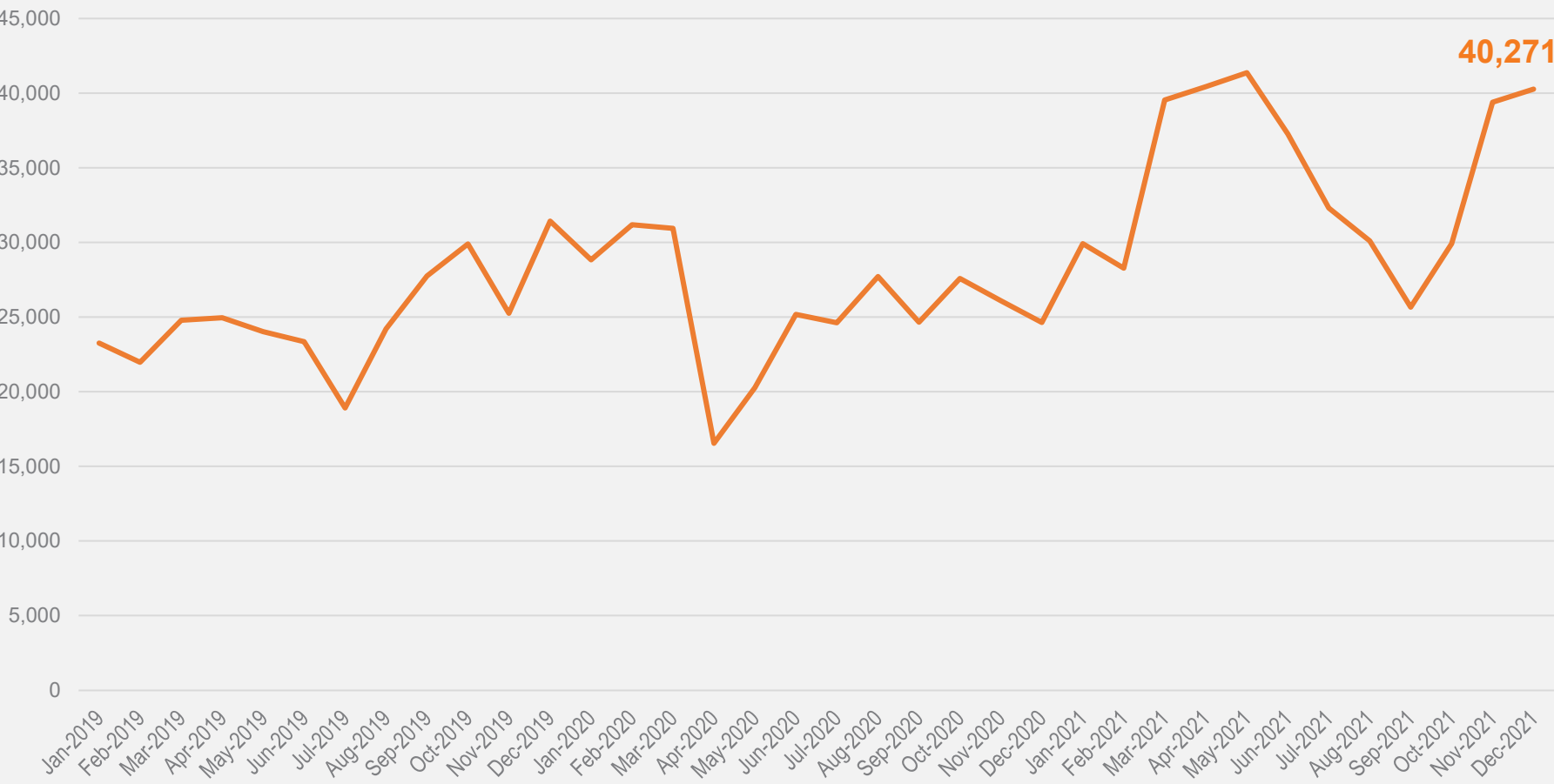
+24.5%
Lake
Line not shown

Consumer Spending by County



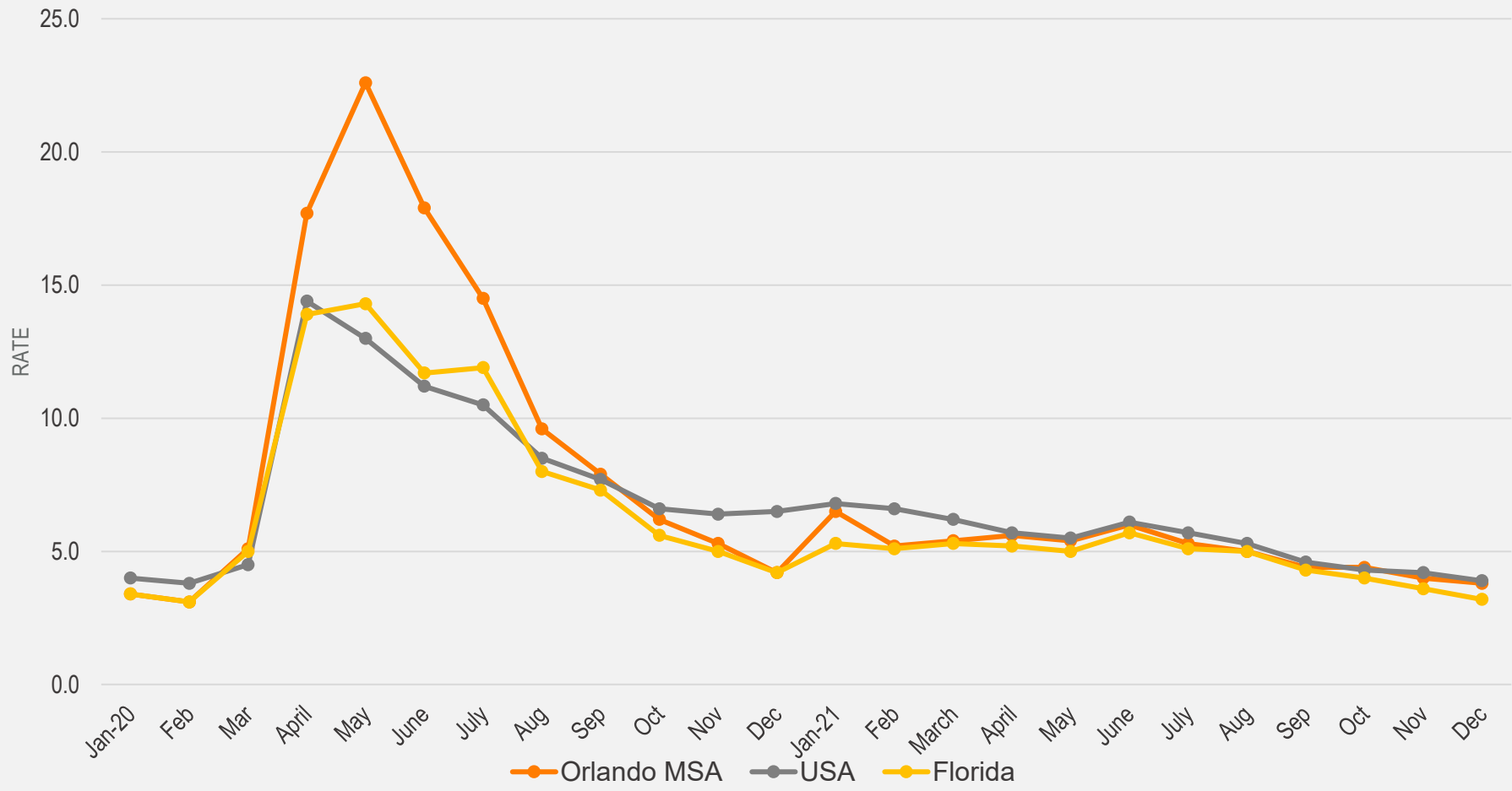
JOB POSTINGS

Time Series - Active Job Postings
Orlando MSA



UNEMPLOYMENT RATE

Unemployment Rate, NSA
Dec. 2019-2021

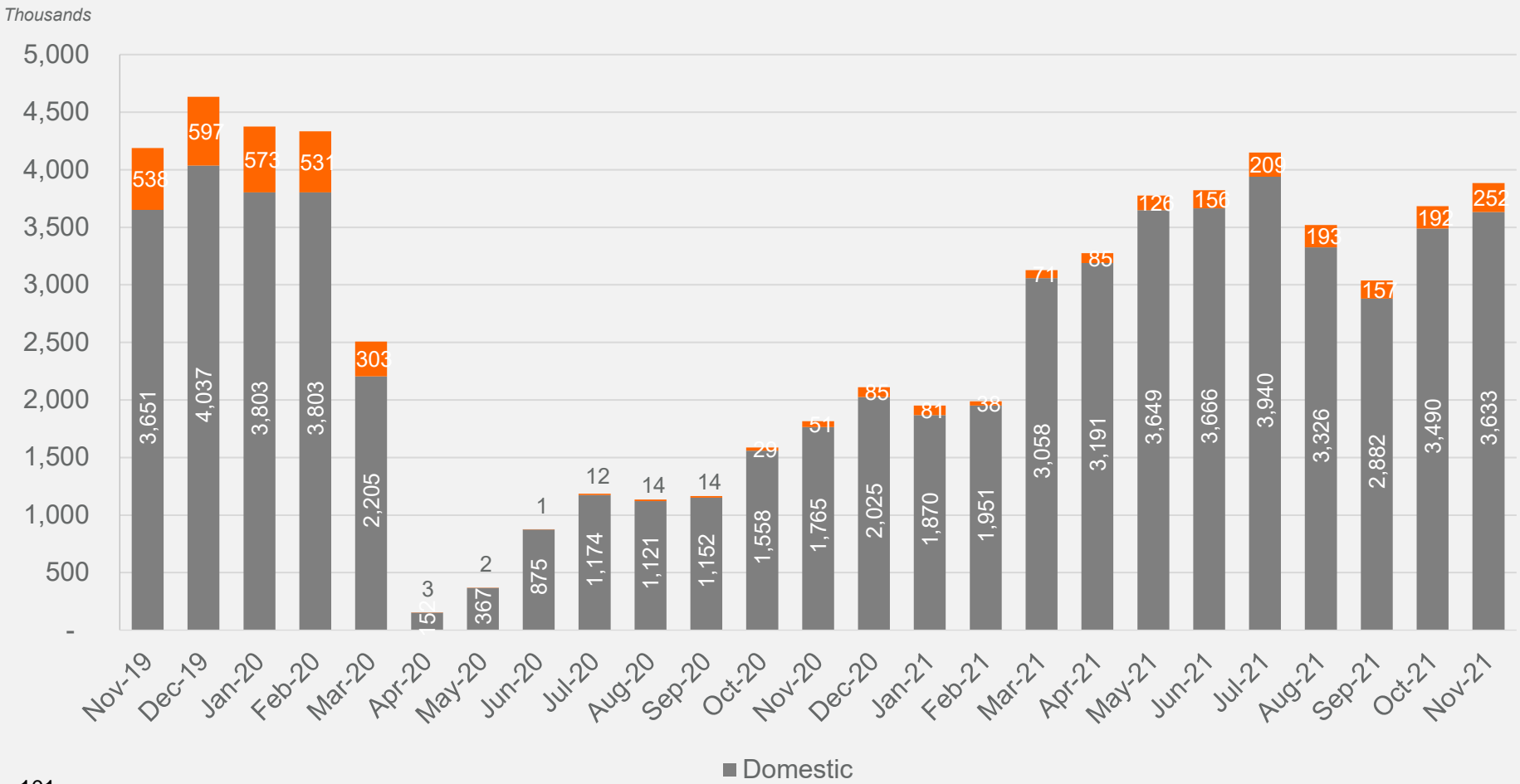


Source: U.S. Bureau of Economic Analysis, Florida Department of Economic Opportunity



TOTAL PASSENGERS

ORLANDO INTERNATIONAL AIRPORT



Source: 101 Greater Orlando Aviation Authority, Monthly Passenger Statistics Report





Luminar
Research Park Orlando



Skywater Technologies
Osceola County



KPMG
O 102 o's Lake Nona



Electronic Arts (EA)
Creative Village, Orlando



FUEL EXISTING AND EMERGING CLUSTER GROWTH



Ensure main regional industry sectors keep growing through expanded talent pipeline

1. Hospitality & Entertainment
2. Photonics, Modeling, Simulation & Training (Immersive Tech)
3. Business & Financial Services (FinTech)
4. Health & Life Sciences



Anchor innovation district model and “cross-function mobility” with related specialization focus

1. Cybersecurity (41.6% ten-year growth rate)
2. Data Science/Analytics (30.8%)
3. Systems Design (28.4%)

LEVEL UP THE INNOVATION ECOSYSTEM

Albert Manero
Limbitless



Darin Edwards
'97 '10MS '11PhD
Moderna vaccine



Jason Eichenholtz
Luminar

INNOVATION DISTRICTS INVESTMENTS

B | Metropolitan Policy Program
at BROOKINGS

The Rise of Innovation Districts: A New Geography of Innovation in America

Bruce Katz and Julie Wagner

Introducing Innovation Districts

As the United States slowly emerges from the Great Recession, a remarkable shift is occurring in the spatial geography of innovation. For the past 50 years, the landscape of innovation has been dominated by places like Silicon Valley—suburban corridors of spatially isolated corporate campuses, accessible only by car, with little emphasis on the quality of life or on integrating work, housing, and recreation.

A new complementary urban model is now emerging, giving rise to what we and others are calling “innovation districts.” These districts, by our definition, are geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators, and accelerators.¹ They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.

Innovation districts are the manifestation of mega-trends altering the location preferences of people and firms and, in the process, re-conceiving the very link between economy shaping, place making and social networking.²

In recent years, a rising number of innovative firms and talented workers are choosing to congregate and co-locate in compact, amenity-rich enclaves in the cores of central cities. Rather than building on green-field sites, marquee companies in knowledge-intensive sectors are locating key facilities close to other firms, research labs, and universities so that they can share ideas and expertise freely.



“The trend is to nurture living, breathing communities rather than sterile compounds of research silos.”

GROWTH TOGETHER, IN REAL TIME

The Partnership University 2.0



JOIN ORLANDO MARKETING COLLABORATIVE





ORLANDO
ECONOMIC
PARTNERSHIP

THANK YOU

visit us at Orlando.org



Regular Meeting | Board of Trustees February 23, 2022

DISC-2: University for the Future: Preparing for Innovations in Digital Media, Gaming, Modeling and Simulation

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This session is the second in a series of panels that provides the Board the opportunity to engage in strategic discussions with industry leaders related to areas of importance to the region and the university.

The UCF Downtown location provides the ideal environment for a discussion focused on digital media, gaming, immersive experiences, modeling and simulation and how the university can deepen its partnership with these industries to strengthen education, workforce development, and research outcomes.

Chair Martins will moderate the panel and facilitate discussion with the Board. All board members are encouraged to participate in asking questions of the panelists.

The panelists are (see Attachment A for panelists' bio):

Daryl Holt

Vice President and General Manager, EA Sports

Christal LaVecchia

Vice President and Chief Engineer, Training and Logistics Solutions, Lockheed Martin

Cecil Magpuri

Chief Executive Officer and Co-Founder, Falcon's Beyond

Background Information:

The Board will host a series of industry panel discussions to inform decision-making and seek industry input throughout the strategic planning process.

Recommended Action:

For information and discussion

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: Panelist Bios

Facilitators/Presenters:

Chair Martins

Daryl Holt, *Vice President and General Manager, EA Sports*

Christal LaVecchia, *Vice President and Chief Engineer, Training and Logistics Solutions, Lockheed Martin*

Cecil Magpuri, *Chief Executive Officer and Co-Founder, Falcon's Beyond*

Electronic Arts



Daryl Holt
Vice President / GM
EA Tiburon | EA SPORTS Austin | EA SPORTS Madrid
Bio

As vice president and general manager for EA SPORTS development studios in Orlando, Austin, and Madrid, Daryl Holt is responsible for a portfolio of franchises that includes *Madden NFL*™, *EA SPORTS PGA TOUR*, and *EA SPORTS College Football*, as well as additional intellectual property in development on HD, mobile, and emerging platforms. Holt is also responsible for managing strategy and operations for Electronic Arts (EA) in Florida, and remains a key leader in community, DEI, education, and legislative efforts for the company.

Holt began his tenure at EA Tiburon in 2004 in art production management. In addition to leading development for many of EA's world-famous game titles over the course of his career, Holt was also a key architect of EA's game development framework (GDF) and a pioneer for establishing the use of analytics and insights for game development and live services in the industry. Holt was named chief operating officer of the EA Tiburon studio in 2008, vice president of operations for EA SPORTS in 2010, VP/COO of EA SPORTS worldwide development in 2011, and VP/Head of Operations for EA SPORTS Worldwide Studios in December 2013 before becoming VP/GM for EA SPORTS worldwide studios in October 2018.

Holt has over 30 years of successful management experience in a variety of industries and a background in consultancy. He previously served as president/CEO of Ovation Media Group Inc. in Tampa, Florida, by providing contracted creative services to major entertainment and multimedia companies either directly or through a strategic partnership with Paper 2 Pixel Creative Group Inc. Holt has also held a variety of leadership positions with Jibe Inc. in Tampa, Florida; Mediacentric Group in Clearwater, Florida; Moon Communications in Clearwater, Florida; All Children's Hospital in St. Petersburg, Florida; and, Accenture, in Tampa, Florida. He earned a degree in accounting and management information systems at Stetson University and studied computer animation at the International Academy of Design.

Currently, Holt serves on the board of directors for the Orlando Economic Partnership, the Florida High Tech Corridor Council, and the STEM Alliance of Central Florida (as vice chairman). Holt has also received recognition as one of Florida's "500 Most Influential Business Leaders" by Florida Trend Magazine (2018 – 2021), as one of Crain Communication's "Crain 100" (100 Innovators, Disruptors, and Change Makers in Business across the United States), and as one of the Orlando Business Journal's twenty (20) people to watch in 2020.

###



Christal J. LaVecchia

Vice President and Chief Engineer
Engineering & Technology
Training and Logistics Solutions
Rotary and Mission Systems

Christal LaVecchia is the vice president and chief engineer for Lockheed Martin's Training and Logistics Solutions line of business within the Rotary and Mission Systems (RMS) business area. In this capacity, she is responsible for the technical execution, products and people who support Lockheed Martin's mission readiness and sustainment programs around the globe.

Previously, Christal served as the director and chief engineer for RMS F-35 Training & Logistics and was responsible for the engineering leadership of the F-35 Training Systems portfolio. Under her leadership, the team improved program performance across the portfolio of development, production and sustainment, while delivering new capabilities, such as distributed mission training, to the warfighter.

Christal has served in a variety of key roles defining business strategy and working across business units. She was a senior manager for Software Engineering working across the TLS business to support programs and managed teams in multiple market segments. Christal also held a variety of program management and leadership positions across Enterprise IT Systems Portfolio, Cyber Security Operations and Army Training products.

Prior to her work in management, Christal was a technical assistant to a market segment vice president and worked as an engineer in Logistics & Sustainment. She also has experience working at a small business and Walt Disney World.

Christal holds bachelor's and master's degrees in industrial engineering from the University of Central Florida. Her master's concentration was in engineering management, where she focused on business strategies and change management. Christal is a trained Six Sigma Black Belt and an active mentor. Christal is originally from New Jersey and currently resides in Orlando, Florida.

January 2022



CECIL D. MAGPURI

Chief Executive Officer

Cecil D. Magpuri is the Chief Executive Officer and co-founder of Falcon's Beyond. In this role, he directs the company's endeavors and establishes a road map for the future. He maintains high-level oversight of all significant creative and operational developments. Cecil is also a member of the Falcon's Beyond Board of Directors.

Before becoming CEO of Falcon's Beyond, Cecil **served as the President and Chief Creative Officer of Falcon's Treehouse**, a company he co-founded in 2000 that was later rebranded as Falcon's Creative Group and expanded to include Falcon's Digital Media and Falcon's Licensing. He molded it into a **well-respected and award-winning themed entertainment design firm** that collaborated with some of the biggest names in the business to produce innovative guest experiences. Cecil personally led the design efforts for new technology products and attraction systems, which resulted in **dozens of patents**.

Prior to spinning up his own company, Cecil was the director of attraction development for Clarity Studios, where he **assembled a team of professionals to provide turnkey attraction design services** to theme parks and corporate clients. Previously, Cecil was a creative director at Universal Studios, where he **developed the initial concepts for two major attractions, one of which was Twister: Ride it Out!** He played a pivotal role in their development and was responsible for the creative outcome of these landmark projects. **He was named co-inventor and was awarded patents for both attractions.** While at Universal Studios, Cecil collaborated with Ron Howard and Brian Grazer to conceptualize a brick-and-mortar experience based on the captivating story of Apollo 13.

In the early 1990s, Cecil worked under the tutelage of the legendary and Academy Award-winning Don Iwerks at Iwerks Entertainment, where he held a senior project designer position. It was here that Cecil became interested in **combining cutting-edge technology with immersive storytelling to create unique guest experiences**.

For three consecutive years, **Cecil was named to the Blooloo 50 Theme Park Influencers list**, joining the likes of Kathleen Kennedy, Bob Iger, and Joe Rohde. In 2010, Cecil received the **Asian Heritage Award for Innovation and Technology**. He is an **advisory board member** for the University of Central Florida's **Themed Experience MFA program**. He also **sits on the advisory board of the onePULSE Foundation**, which was established after the tragedy at Pulse nightclub in 2016. Cecil is an active member of the Themed Entertainment Association (TEA), the Visual Effects Society (VES), and the International Association of Amusement Parks and Attractions (IAAPA).

Cecil received his Bachelor of Arts in applied arts and sciences with an emphasis on environmental design and a distinction in art from San Diego State University in 1991.



Regular Meeting | Board of Trustees
February 23, 2022

INFO-3: Fiscal Year 2023 Board of Trustees Meeting Dates

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Fiscal Year 2023 (FY23) Board of Trustees meeting dates are presented for information and scheduling purposes. The meeting dates are strategically aligned with projected university and Board of Governors deadlines for approval items. The attached calendar of dates also lists events that may be of interest to trustees, including Commencement ceremonies and the Board of Governors' Trustee Summit.

Background Information:

Section 7.2 of the Tenth 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.' Additionally, the Board expects staff to prepare and maintain a current calendar of all relevant deadlines and meetings for the Board and each Board Committee.

Recommended Action:

N/A

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: FY23 Board of Trustees Meeting Dates

Facilitators/Presenters:

N/A



Board of Trustees

FY23 Meeting Calendar

DATE	TIME	EVENT NAME
<i>*August 5–6, 2022</i>	<i>TBD</i>	<i>UCF Commencement Ceremonies</i>
August 18, 2022	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
September 28, 2022	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
September 29, 2022	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
<i>*November 9, 2022</i>	<i>TBD</i>	<i>BOG Trustee Summit, USF</i>
November 16, 2022	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
November 17, 2022	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
<i>*December 16–17, 2022</i>	<i>TBD</i>	<i>UCF Commencement Ceremonies</i>
February 23, 2023	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
February 24, 2023	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting
March 23, 2023	9:00 a.m. – 1:00 p.m.	Board of Trustees Workshop
April 20, 2023	10:00 a.m. – 11:00 a.m.	Board of Trustees Virtual Meeting
<i>*May 4–6, 2023</i>	<i>TBD</i>	<i>UCF Commencement Ceremonies</i>
May 18, 2023	9:00 a.m. – 5:00 p.m.	Board of Trustees Retreat
June 14, 2023	9:00 a.m. – 5:00 p.m.	Board of Trustees Committee Day
June 15, 2023	8:30 a.m. – 1:30 p.m.	Board of Trustees Meeting

Board of Trustees
Board Meeting | February 23, 2022

DISC-3: Knight Vision ERP Project Status Update

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This discussion item will provide an update on the recent accomplishments, immediate next steps, overall status and trends, top risks, and progress of the Knight Vision project. The Knight Vision project, with its implementation of a new HR and Finance system and enhancement of related HR and Financial services, addresses the President's goal of improving administrative infrastructure and systems that drive operational excellence, efficiency, and effectiveness.

Background Information:

At the June 18, 2020 Board of Trustees meeting, the Board approved \$50 million in carryforward funding for acquisition and implementation of a new cloud-based HR and Finance enterprise resource planning (ERP) system.

Following the selection and negotiation process, the initial estimate of the acquisition and implementation cost of the new Workday HR and Finance applications was \$27.6 million. Additional costs were identified and brought to the Board of Trustees in April and June of 2021 for the implementation of reporting and analytics applications, implementation of service enhancement recommendations, and replacement of select enterprise standard tools. Current project costs total \$43.5 million.

Following go-live in July 2022 for this phase of the Knight Vision project, the university will assess its readiness to continue with the implementation of the Student Information System application, which is expected to take at least three to four years to purchase and implement.

Recommended Action:

For information and discussion

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:

Gerald Hector, Senior Vice President for Administration and Finance

Matthew Hall, Vice President for Information Technology and Chief Information Officer

Supporting Documentation:

Attachment A: Knight Vision BOT Update Presentation

Facilitators/Presenters:

Cherie Herrin, Interim Associate Vice President and Deputy Chief Information Officer for UCF IT

Gerald Hector, Senior Vice President for Administration and Finance

Knight Vision Board of Trustees Update

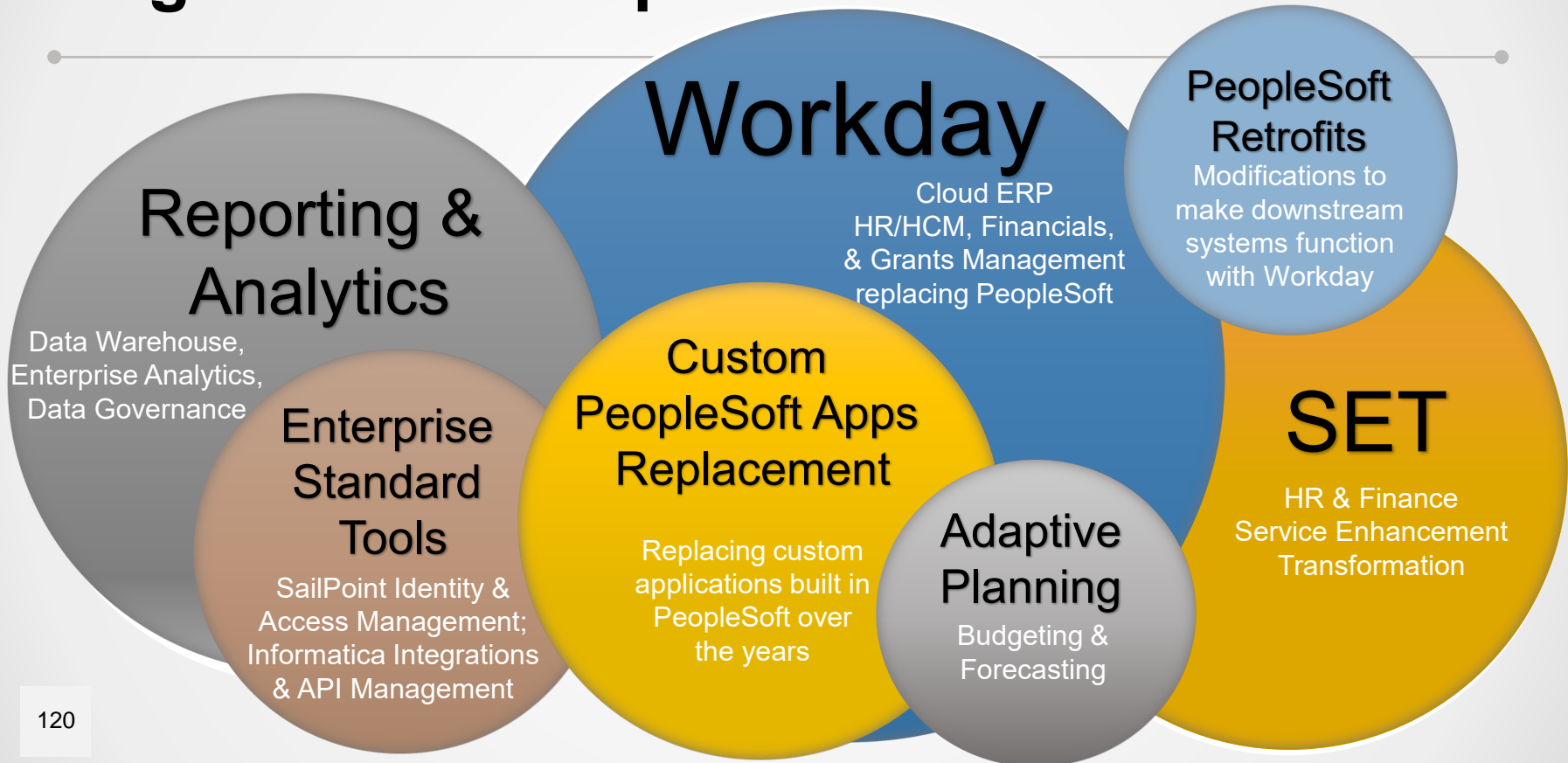
February 23, 2021



Knight Vision Mission

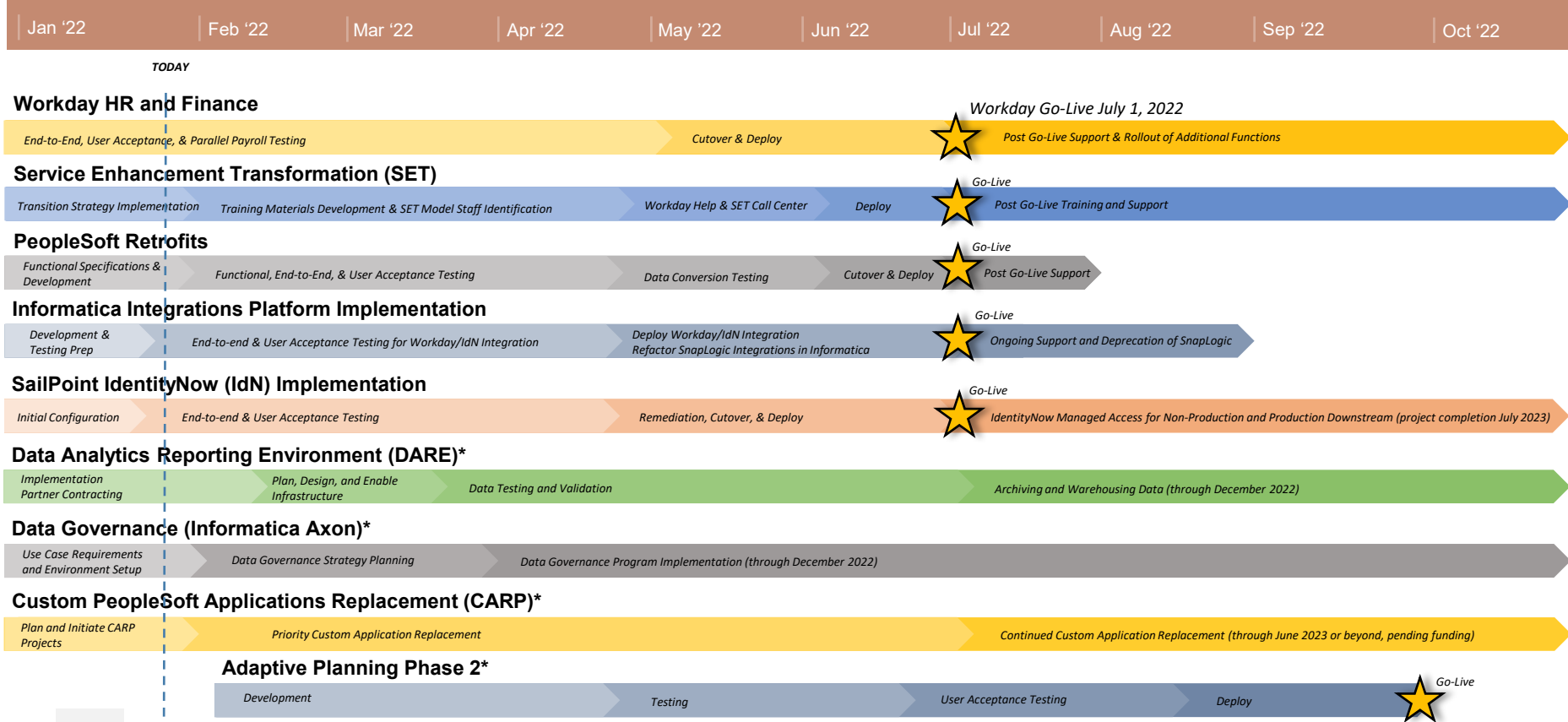
Transform the way UCF works through transparent, efficient, and compliant best practices and state-of-the-art technologies to enhance services and business outcomes supporting excellence in education and research.

Knight Vision Scope



Knight Vision Program Timeline

Last Update: 1/31/2022



*Details 121 modules and costs are still being evaluated

For additional information: [Knight Vision Detailed Project Status Summaries.pdf](#)

Workday HCM & Finance Critical Dates

Critical Date	Milestone
Jan 7, 2022	✓ Complete Workday Unit Testing
Jan 18, 2022	✓ Workday Top 20 Business Process Workflow Review w/ Business Owners
Jan 24, 2022	✓ Begin Workday end-to-end (E2E) Testing
Feb 11, 2022	Firm Decisions on Outstanding Items (on track)
Feb 18, 2022	Configuration Freeze in Preparation for Payroll Parallel Tenant
Feb 25, 2022	Complete pre-load data validation for Payroll Parallel Tenant
Mar 18, 2022	Complete E2E Test Cycles (including Retrofits and Integrations where complete)
Mar 28, 2022	Begin User Acceptance Testing (UAT) and Payroll Parallel Testing
Apr 15, 2022	Complete UAT and Payroll Parallel Testing (including Retrofits, Reporting and Integrations)
Apr 29, 2022	Test Sign-Off & Config Freeze for Gold Tenant
May 13, 2022	Sign-Off on Go-Live Checklist
June 3, 2022	Authorization to Deploy
122 July 1, 2022	Workday Go-Live

SET Critical Dates

Critical Date	Milestone
Dec 17, 2021	✓ Dean's Finance Director, HR Leadership and Transition Team Member Decisions
Jan 7, 2022	✓ Finalize SET Job Descriptions
Jan 18, 2022	✓ Workday Top 20 Business Process Workflow Review w/ Business Owners
Jan 28, 2022	✓ Expression of Interest Survey to Staff
Apr 28, 2022	Complete Training Materials
Apr 29, 2022	Begin Training SET Staff
Apr 29, 2022	85% of SET Model Staffed
May 30, 2022	Workday Help and SET Telephony ready for Go-Live (& agents trained)
July 1, 2022	SET Go-Live (aligned with Workday)

Knight Vision Progress

As of 01/31/2022

Accomplishments

- *Testing Workday Technology*
- *Completed SET Planning / Ready to Execute*
- *On track to go-live on July 1, despite limited resources and aggressive timeline*

Immediate Next Steps

- *Staff the Service Enhancement Transformation (SET) roles*
- *Train employees*
- *Go-Live July 1, 2022*

Knight Vision Progress

As of 01/31/2022

Overall Status & Trends

- *Aggressive overall timeline and lack of slack in schedule – monitoring closely*
- *Expected to complete project within budget*
- *On track to meet upcoming critical milestones*

Top Risks

- *Human resources – loss of staff on project and within departments*
- *UCF's 141 integrations and multiple source systems make this one of the more complex higher education Workday projects*
- *Short window to staff key SET roles*

Knight Vision Budget

As of 01/31/2022

Overall Budget

- *\$ 50 million allocated for Knight Vision in June 2020*
- *Expected actual costs total \$ 43.5 million*
- *Budget Status – **On Track / Within Budget***

Budget Pressures

- *Project staffing*
 - *Challenging labor market*
 - *Staff augmentation costs*
- *Aggressive timeline*
- *High Complexity*
 - *Integrations and PeopleSoft retrofits*
 - *SET and Reporting & Analytics costs higher than initially estimated (but within overall budget)*

Knight Vision Program Costs

As of 1/31/2022

Knight Vision Scope Item	Planned Cost	Expected Cost	Budget Status	Schedule Status	Scope Status	Overall Status
Workday Software HR/Finance/Grants	\$ 23,847,137	\$ 23,847,137	●	●	●	At Risk (timeline compression; complex integrations; resources)
HR & Finance Service Enhancement Transformation (SET)	\$ 4,500,000	\$ 6,100,000	●	●	●	At Risk (case management and added resource costs not included in initial estimates)
Enterprise Reporting & Analytics	\$ 2,500,000	\$ 3,176,000	●	●	●	At Risk (Data lake cost higher than plan; known path to green)
Custom PeopleSoft Applications Replacement*	\$ 5,000,000	\$ 5,000,000	●	●	●	On Track
Enterprise Standard Tools (Identity Management, Integrations Management, and Low Code)	\$ 2,000,000	\$ 2,000,000	●	●	●	On Track
Adaptive Planning Budget Software Phase 2	\$ 450,000	\$ 908,000	●	●	●	At Risk (more complex than planned; known path to green)
Planned Contingency for non-Workday scope	\$ 5,158,923	\$ 2,424,923	●	●	●	On Track
Overall Knight Vision Program (\$50M Allocation)	\$ 43,456,060	\$ 43,456,060	●	●	●	On Track / Within Budget

*Cos 127 indicated items are estimates.

Key: ● On Track ● At Risk ● Off Track



Thank you for your Support