



May 18, 2023 UCF Board of Trustees Retreat
Board of Trustees
FAIRWINDS Alumni Center
May 18, 2023 9:00 AM - 4:30 PM EDT

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IV. Adjournment	



Board of Trustees

Meeting Agenda

Board of Trustees Retreat
May 18, 2023
FAIRWINDS Alumni Center
9:00 a.m. – 4:30 p.m.

AGENDA

- | | |
|------------------------------|---|
| 1. Call to Order and Welcome | Alex Martins, <i>Chair, UCF Board of Trustees</i> |
| 2. Roll Call | Lauren Ferguson, <i>Assistant Vice President, Board Relations</i> |
| 3. Remarks | Chair Martins
Alexander N. Cartwright, <i>President</i> |
| 4. Discussion | |
| DISC - 1 | Board Self-Assessment Results and Fiscal Year 2023-2024 Workplan Alignment
Moderator: Artis Hampshire-Cowan, <i>Esq., Principal Leveraged Leadership Group, LLC</i>
Lauren Ferguson |
| DISC – 2 | UCF Facilities - Capital and Infrastructure Improvements
Jonathan Varnell, <i>Vice President for Facilities and Business Operations</i> |
| 5. New Business | Chair Martins |
| 6. Adjournment | Chair Martins |



**Board of Trustees
Retreat | May 18, 2023**

DISC – 1: Board Self-Assessment Results and Fiscal Year 2023-2024 Workplan Alignment

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

A review of the UCF Board of Trustees Fiscal Year 2022-2023 Board Self-Assessment will be presented for discussion. This review will include a comparison to the Fiscal Year 2020-2021 Board Self-Assessment results to assist the Board with identifying areas of improvement and those that require further enhancement.

Additional discussion and break-out sessions will be facilitated by Artis Hampshire-Cowan (bio provided in attachments) to assist the Board with translating the self-assessment results and Board of Trustees Statement of Expectations into a Fiscal Year 2023-2024 annual work plan. Ms. Hampshire-Cowan will also facilitate a discussion to assist the Board with defining their governance philosophy.

Background Information:

The Governance Committee and Board of Trustees unanimously approved the Board Self-Assessment Process and self-assessment survey in their respective meetings on February 23 and February 24, 2023. The assessment process adhered to the UCF Board of Trustees Statement on Board Self-Assessment, which received approval from the Board on June 18, 2020.

As the Statement on Board Self-Assessment outlines, a high-functioning board consists of members who prioritize serving the institution and ensuring its effectiveness in fulfilling its public mission. Demonstrating a willingness to engage in regular Board self-assessment reflects a commitment to upholding this fiduciary standard.

Furthermore, section 4 of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Principles of Accreditation necessitates that governing boards define and regularly evaluate their responsibilities and expectations as a Board.

Recommended Action:

N/A

Alternatives to Decision:

N/A



Fiscal Impact and Source of Funding:
N/A

Authority for Board of Trustees Action:
UCF Board of Trustees Statement on Board Self-Assessment

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:
Lauren Ferguson, Assistant Vice President, Board Relations

Supporting Documentation:
Attachment A: UCF Board of Trustees Statement on Board Self-Assessment
Attachment B: Final Board Self-Assessment Results
Attachment C: Fiscal Year 2023-2024 Draft Workplan
Attachment D: Board Statement of Expectations
Attachment E: Artis Hampshire-Cowan Biography

Facilitators:
Lauren Ferguson
Artis Hampshire-Cowan, *Esq.*, *Principal Leveraged Leadership Group, LLC*



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees Statement on Board Self-Assessment

This Statement on Board Self-Assessment provides a framework and timeline for administering a Board self-assessment survey, sharing the results, and implementing action items based on the Board's direction.

Purpose

According to the Association of Governing Boards (AGB), a high-functioning board is composed of members who make service to the institution and its effectiveness in fulfilling its public mission their top priority. Willingness to engage in a regular Board self-assessment is a sign of commitment to this fiduciary standard.

Additionally, Section 4 of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) 2018 Principles of Accreditation requires governing boards to define and regularly evaluate their responsibilities and expectations as a Board.

Timeline and Presentation of Results

Led by the Governance Committee, every two years the Board will engage in a comprehensive, Board self-assessment process. This process will commence in the fall, beginning with a discussion and approval of an electronic survey to be administered prior to the Board's spring retreat. The Board Office, in consultation with the president and Board chair, will administer the electronic survey and collect the results. The results will be distributed to the Board and president prior to the Board's spring retreat.

Implementation of Action Items

The Board Office, in coordination with the president and Board chair, will be responsible for the coordination and assurance that implementation of action items determined as an outcome of the assessment process are executed and tracked for appropriate follow-up.

The UCF Board of Trustees is committed to practicing good governance and hereby accepts this statement as part of its role as a public higher education governing board.

Approved by the Board of Trustees on June 18, 2020

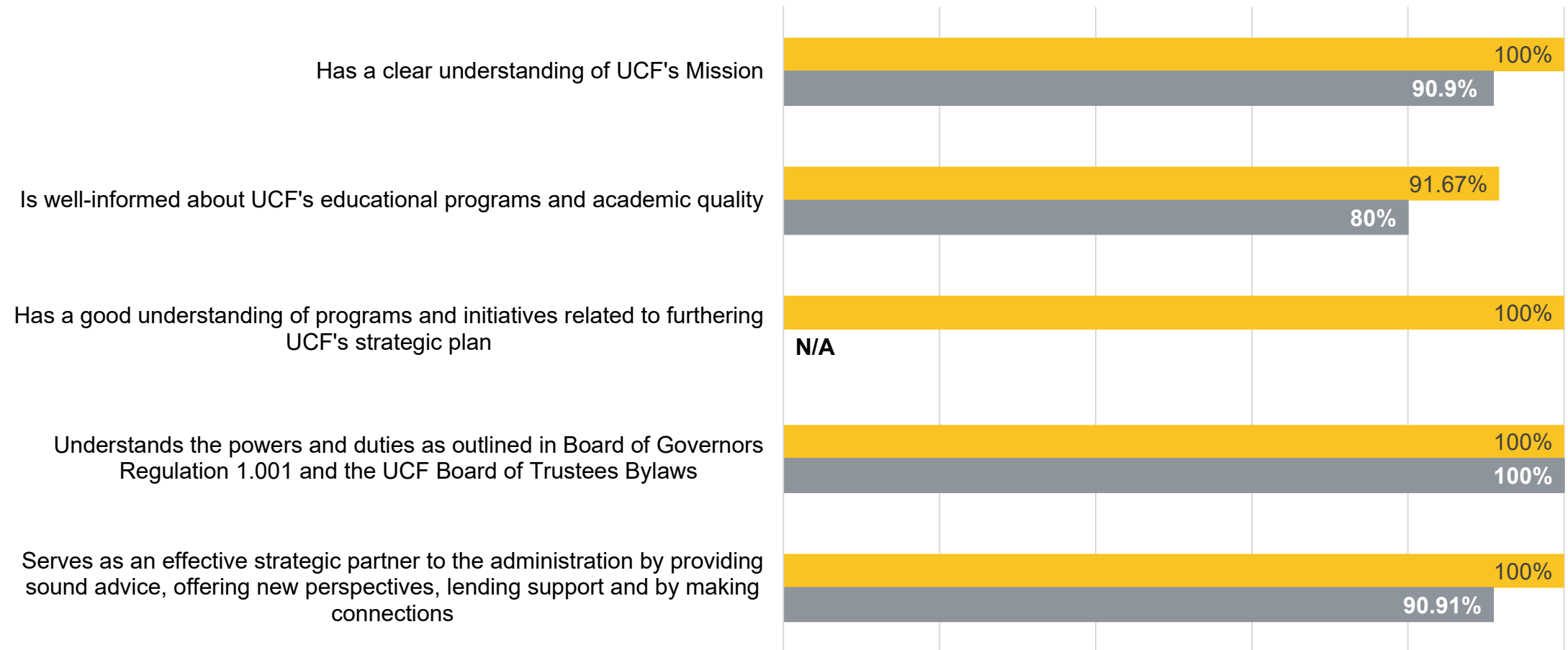


UCF Board of Trustees Self-Assessment

May 18, 2023

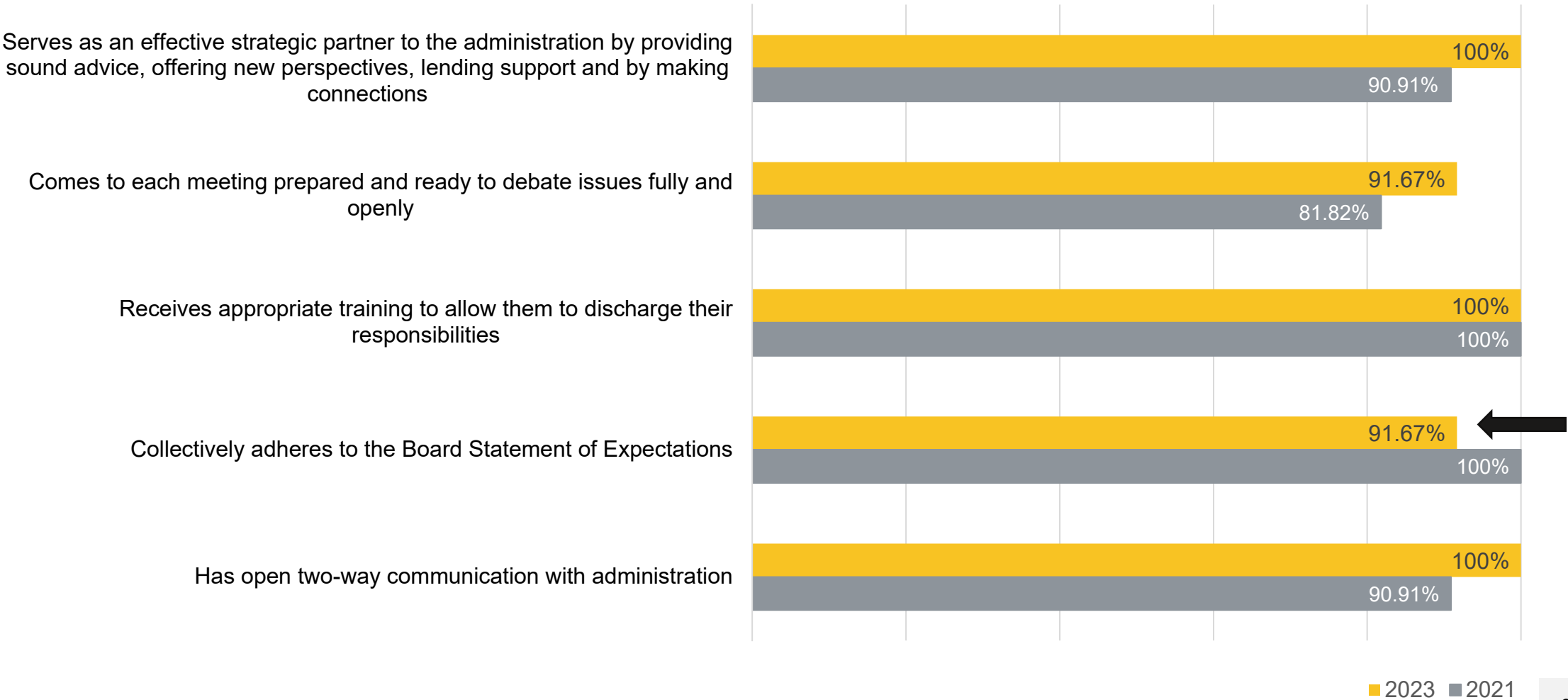
STRENGTHS

90% or more of respondents agreed or strongly agreed that the Board:



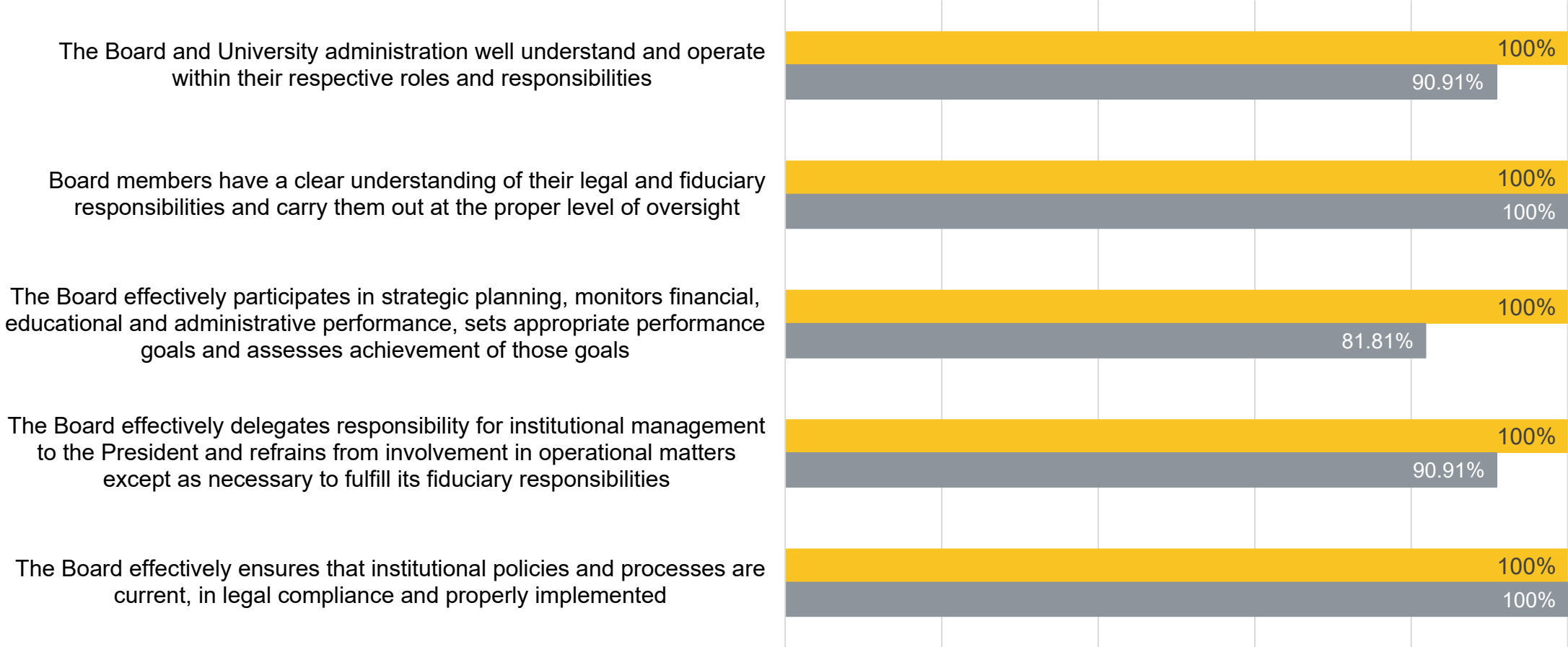
STRENGTHS

90% or more of respondents agreed or strongly agreed that the Board:



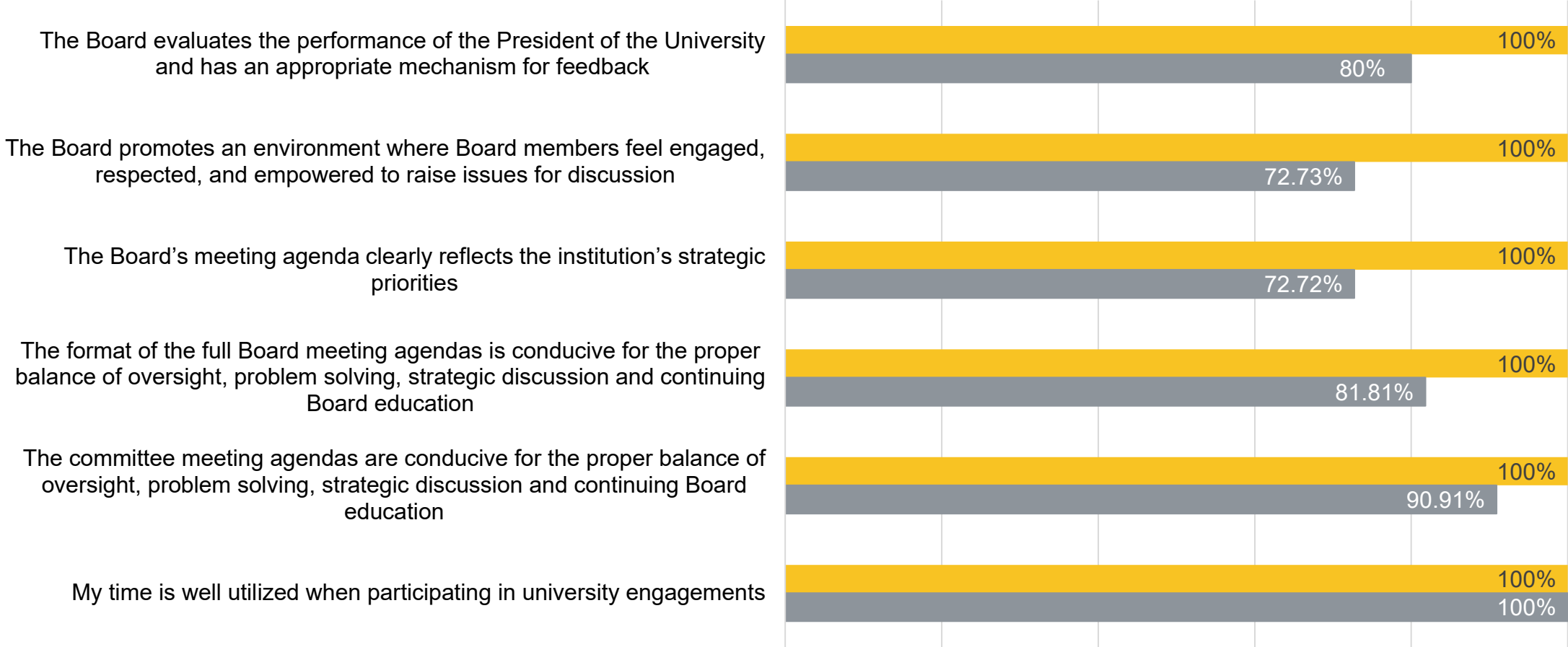
STRENGTHS

90% or more of respondents agreed or strongly agreed that:



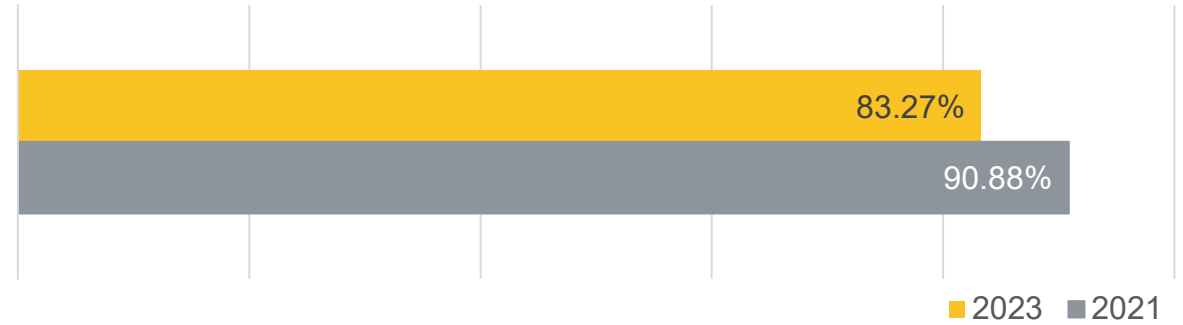
STRENGTHS

90% or more of respondents agreed or strongly agreed that:



OPPORTUNITIES

The number of full Board meetings is appropriate to address the work of the UCF Board of Trustees



Final Materials & Presentations loaded and available prior to briefings

Increase visibility to stakeholders so they know how much we care and want them to succeed.

In addition to metric-based discussions, identify practical ways to solve problems specific to higher-education, not just those that would work in the private sector.

More data analytics once Workday is fully implemented. More political advocacy for UCF.

Refrain from micromanaging anecdotal problems and look to what the over-riding concerns are for the university.

Build an understanding of how faculty, student and staff viewpoints differ from those in upper administration?

Deeper dive into the issues to resolve them. Follow up better, don't be so concerned that everyone is happy but be more concerned with helping solve issues. A few more committees to follow up on issues and initiatives.

LOOKING FORWARD

- Develop a deeper understanding of stakeholder viewpoints, including students, faculty, staff, alumni, and community partners.
- Provide additional avenues for collaboration and expertise sharing beyond the current structured full meeting format.
- Begin meetings earlier and shift towards working lunches.
- Encourage Trustees and staff to participate actively in meetings rather than focusing on digital devices.
- Enhance discussion and action on items of note. Focus on stronger oversight of the business and direction of the university, in conjunction with the President.

LOOKING FORWARD: TOPICS OF INTEREST

- Increased time focused of facilities.
- Legislative updates and plans.
- Human Resources and Hiring.
- The role of Artificial Intelligence.
 - *How can the university leverage this for process improvement?*
 - *How can UCF be a leader in utilizing AI for business processes?*
- Maximizing ROI in Strategic Partnerships.
- Enrollment Management.
- Diversity, Equity, and Inclusion.
- Academic Program ROI.

Committee and Board Cycle #1			Committee and Board Cycle #2			Committee and Board Cycle #3			Workshop/Virtual Meeting/Retreat Cycle			Committee and Board Cycle #4		
COMMITTEE MATERIAL DEADLINES			COMMITTEE MATERIAL DEADLINES			COMMITTEE MATERIAL DEADLINES			WORKSHOP MATERIAL DEADLINES			COMMITTEE MATERIAL DEADLINES		
8/30/2023	Agenda Finalized: All Agendas saved in Teams	CL/Staff	10/18/2023	Agenda Finalized: All Agendas saved in Teams	CL/Staff	1/25/2024	Agenda Finalized: All Agendas saved in Teams	CL/Staff	2/29/2024	Agenda Finalized: Workshop agenda saved in Teams	CL/Staff	5/15/2024	Agenda Finalized: All Agendas saved in Teams	CL/Staff
8/30/2023	Draft Materials Available: Agenda Memos in Teams for all items	CL/Staff	10/18/2023	Draft Materials Available: Agenda Memos in Teams for all items	CL/Staff	1/25/2024	Draft Materials Available: Agenda Memos in Teams for all items	CL/Staff	2/29/2024	Draft Workshop Materials Available: Agenda Memos in Teams for all items	CL/Staff	5/15/2024	Draft Materials Available: Agenda Memos in Teams for all items	CL/Staff
9/7/2023	Briefing: Approval Briefing with Committee Chair Completed	CL/Staff	10/25/2023	Briefing: Approval Briefing with Committee Chair Completed	CL/Staff	2/1/2024	Briefing: Approval Briefing with Committee Chair Completed	CL/Staff	3/15/2024	Briefing: Approval Briefing with Chair Completed	CL/Staff	5/22/2024	Briefing: Approval Briefing with Committee Chair Completed	CL/Staff
9/10/2023	Final Materials Uploaded to Teams for all agenda items	CL/Staff	10/29/2023	Final Materials Uploaded to Teams for all agenda items	CL/Staff	2/4/2024	Final Materials Uploaded to Teams for all agenda items	CL/Staff	3/17/2024	Final Materials Uploaded to Teams for all workshop items	CL/Staff	5/26/2024	Final Materials Uploaded to Teams for all agenda items	CL/Staff
9/11/2023	Final Review: Office of Board Relations reviews Materials	President	10/30/2023	Final Review: Office of Board Relations reviews Materials	President	2/5/2024	Final Review: Office of Board Relations reviews Materials	President	3/18/2024	Final Review: Office of Board Relations reviews Materials	President	5/27/2024	Final Review: Office of Board Relations reviews Materials	President
9/12/2023	Publish: Agenda and Materials Published to On-Board	OBR	11/1/2023	Publish: Agenda and Materials Published to On-Board	OBR	2/6/2024	Publish: Agenda and Materials Published to On-Board	OBR	3/21/2024	Publish: Agenda and Materials Published to On-Board	OBR	5/28/2024	Publish: Agenda and Materials Published to On-Board	OBR
Wednesday, September 27, 2023			Wednesday, November 15, 2023			Thursday, February 22, 2024			Thursday, March 28, 2024			Wednesday, June 12, 2024		
Committee Day #1 Live Oak Center			Committee Day #2 Live Oak Center			Committee Day #3 Live Oak Center			Workshop TBD			Committee Day #4 Live Oak Center		
FULL BOARD MATERIAL DEADLINES			FULL BOARD MATERIAL DEADLINES			FULL BOARD MATERIAL DEADLINES			WORKSHOP AGENDA			FULL BOARD MATERIAL DEADLINES		
9/7/2022	Briefing: Agenda Review with Board Chair	President	10/26/2023	Briefing: Agenda Review with Board Chair	President	2/2/2024	Briefing: Agenda Review with Board Chair	President	DISC-1			5/22/2024	Briefing: Agenda Review with Board Chair	President
9/13/2022	Final Review: Office of Board Relations reviews Materials	OBR	11/1/2023	Final Review: Office of Board Relations reviews Materials	OBR	2/8/2024	Final Review: Office of Board Relations reviews Materials	OBR	VIRTUAL MEETING MATERIAL DEADLINES			5/29/2024	Final Review: Office of Board Relations reviews Materials	OBR
9/14/2022	Publish: Non-Committee Agenda Items and Supporting Materials	OBR	11/2/2023	Publish: Non-Committee Agenda Items and Supporting Materials	OBR	2/9/2024	Publish: Non-Committee Agenda Items and Supporting Materials	OBR	4/5/2023	Briefing: Agenda Review with Board Chair	President	5/30/2024	Publish: Non-Committee Agenda Items and Supporting Materials	OBR
9/14/2022	Publish: Committee Agenda Items and Supporting Materials	OBR	11/2/2023	Publish: Committee Agenda Items and Supporting Materials	OBR	2/9/2024	Publish: Committee Agenda Items and Supporting Materials	OBR	4/7/2024	Final Materials Uploaded to Teams for all agenda items	CL/Staff	5/30/2024	Publish: Committee Agenda Items and Supporting Materials	OBR
9/21/2022	Publish: Final Presentations	OBR	11/9/2023	Publish: Final Presentations	OBR	2/16/2024	Publish: Final Presentations	OBR	4/11/2024	Publish: Final Materials	OBR	6/6/2024	Publish: Final Presentations	OBR
Thursday, September 28, 2023			Thursday, November 16, 2023			Friday, February 23, 2024			Thursday, April 18, 2024			Thursday, June 13, 2024		
Full Board Meeting Live Oak Center			Full Board Meeting Live Oak Center			Full Board Meeting Live Oak Center			Board of Trustees Virtual Meeting Virtual			Full Board Meeting Live Oak Center		
STRATEGIC PLAN AREA OF FOCUS			STRATEGIC PLAN AREA OF FOCUS			STRATEGIC PLAN AREA OF FOCUS			VIRTUAL MEETING AGENDA			STRATEGIC PLAN AREA OF FOCUS		
									BOT-1					
UCF EXCELLENCE (President's Update)			UCF EXCELLENCE (President's Update)			UCF EXCELLENCE (President's Update)			RETREAT MATERIAL DEADLINES			UCF EXCELLENCE (President's Update)		
Aspirational highlights tied to theme.			Aspirational highlights tied to theme.			Aspirational highlights tied to theme.			4/19/2024	Agenda Finalized: Workshop agenda saved in Teams	President	Aspirational highlights tied to theme.		
									4/19/2024	Draft Workshop Materials Available: Agenda Memos in Teams for all items	CL/Staff			
									5/3/2024	Briefing: Approval Briefing with Chair Completed	OBR			
									5/5/2024	Final Materials Uploaded to Teams for all workshop items	President			
									5/6/2024	Final Review: Office of Board Relations reviews Materials	CL/Staff			
									5/9/2024	Publish: Agenda and Materials Published to On-Board	OBR			
									Thursday, May 16, 2024					
									Board of Trustees Retreat TBD					
									DISC-1	Board Self-Assessment Results	Okaty			
									DISC-2					
									DISC-3					
IMMERSIVE EXPERIENCE(S)			IMMERSIVE EXPERIENCE(S)			IMMERSIVE EXPERIENCE(S)			IMMERSIVE EXPERIENCE(S)			IMMERSIVE EXPERIENCE(S)		
			Academic Health Sciences Center Tour & CON presentation											
FULL BOARD PRESENTATIONS & ACTION ITEMS			FULL BOARD PRESENTATIONS & ACTION ITEMS			FULL BOARD PRESENTATIONS & ACTION ITEMS			FULL BOARD PRESENTATIONS & ACTION ITEMS			FULL BOARD PRESENTATIONS & ACTION ITEMS		
DISC-1	Industry Panel		DISC-1	Industry Panel		DISC-1	Industry Panel					DISC-1	Industry Panel	
BOT-1	President's FY24 Goals	Martins/ Cartwright	BOT - 1	President's FY24 Goals	Cartwright									
BOT-2														
BOT-3														
NON-CONSENT COMMITTEE APPROVALS			NON-CONSENT COMMITTEE APPROVALS			NON-CONSENT COMMITTEE APPROVALS			NON-CONSENT COMMITTEE APPROVALS			NON-CONSENT COMMITTEE APPROVALS		
			GOV-1	FY23 President's Assessment and Compensation Review	Martins							BUD-1	UCF FY25 Spending Authority	Hector

ACADEMIC EXCELLENCE & STUDENT SUCCESS		
Wednesday, September 27, 2023		

ACTION ITEMS		
AESC-1	Tenure with Hire (as needed)	Johnson
AESC-2	Degree Program Action (as needed)	Letzring
AESC-3	Textbook and Instructional Materials Affordability Report	Letzring
AESC-4	Specialized Admissions Programs Annual Report	Letzring
AESC-5	Self-Supporting and Market Tuition Rate Programs Report	Letzring
AESC-6	Research Institutes and Centers Annual Reports	Schoenfeld

DISCUSSION ITEMS		
DISC-1	Provost Update	Johnson
DISC-2	SVP for Student Success Update	Dosal
DISC-3	Student Government President's Platform	Greenaway
DISC-4	Faculty Senate Chair Report	Faculty Senate Chair
DISC-5	Thematic Discussion	Altizer/Johnson

INFORMATION ITEMS		
INFO-1	Work Plan and Charter Review	Altizer
INFO-2	Accountability Plan Update	Borden
INFO-3	Research Institutes and Centers 5 and 7-Year BOG Evaluations	Schoenfeld
INFO-4	New BOG Research Centers	Schoenfeld
INFO-5	Strategic Plan Implementation Update	Johnson

ACADEMIC EXCELLENCE & STUDENT SUCCESS		
Wednesday, November 15, 2023		

ACTION ITEMS		
AESC-1	Conferral of Degrees (Fall)	Johnson
AESC-2	Tenure with Hire (as needed)	Johnson
AESC-3	Degree Program Action (as needed)	Letzring

DISCUSSION ITEMS		
DISC-1	Provost Update	Johnson
DISC-2	SVP for Student Success Update	Dosal
DISC-3	Thematic Discussion	Altizer/Johnson

INFORMATION ITEMS		
INFO-1	Accountability Plan Update	Borden
INFO-2	Strategic Plan Implementation Update	Johnson

ACADEMIC EXCELLENCE & STUDENT SUCCESS		
Thursday, February 22, 2024		

ACTION ITEMS		
AESC-1	Conferral of Degrees (Spring)	Johnson
AESC-2	Tenure with Hire (as needed)	Johnson
AESC-3	Degree Program Action (as needed)	Letzring

DISCUSSION ITEMS		
DISC-1	Provost Update	Johnson
DISC-2	SVP for Student Success Update	Dosal
DISC-3	Thematic Discussion	Altizer/Johnson

INFORMATION ITEMS		
INFO-1	Accountability Plan Update	Borden
INFO-2	Accreditation Quarterly Update	Letzring
INFO-3	Strategic Plan Implementation Update	Johnson

ACADEMIC EXCELLENCE & STUDENT SUCCESS		
Wednesday, June 12, 2024		

ACTION ITEMS		
AESC-1	Conferral of Degrees (Summer)	Johnson
AESC-2	2023 UCF Tenure Recommendations	Johnson
AESC-3	Tenure with Hire (as needed)	Johnson
AESC-4	Degree Program Action (as needed)	Letzring

DISCUSSION ITEMS		
DISC-1	Provost Update	Johnson
DISC-2	SVP for Student Success Update	Dosal
DISC-3	Student Government Past-President End-of-Year Report	Greenaway
DISC-4	Legislative Budget Report (LBR) Process	Johnson
DISC-5	Thematic Discussion	Altizer/Johnson

INFORMATION ITEMS		
INFO-1	Accountability Plan Update	Borden
INFO-2	2024-25 Academic Calendar	Letzring
INFO-3	Strategic Plan Implementation Update	Johnson

AUDIT & COMPLIANCE		
Tuesday, August 30, 2022 (OFF-CYCLE MEETING)		

ACTION ITEMS		
AUDC-1	UCER Charter	Bishop
AUDC-2	2022 FL Equity Report	Meyers
AUDC-3		

DISCUSSION ITEMS		
DISC-1	University Audit Update	Taft
DISC-2	UCER Update- 2022-23 Work Plan Status of all Activities; 2023-24 Annual Work Plan	Bishop

INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		
INFO-4		

AUDIT & COMPLIANCE		
Wednesday, November 15, 2023		

ACTION ITEMS		
AUDC-1		
AUDC-2		
AUDC-3		

DISCUSSION ITEMS		
DISC-1	University Audit Update	Taft
DISC-2	UCER Update- Work Plan Status July-Sept 2023; UCER Annual Report; Compliance and Ethics Program Plan Revision	Bishop
	Annual Report--UCF Regulation 4.015-- Fraud Prevention and Detection	Taft

INFORMATION ITEMS		
INFO-1		
INFO-2		

AUDIT & COMPLIANCE		
Thursday, February 22, 2024		

ACTION ITEMS		
AUDC-1	BOG Performance-Based Funding Data Integrity Certification Audit Report	Taft
AUDC-2	BOG Performance-Based Funding Data Integrity Certification Form	Taft
AUDC-3	Audit and Compliance Committee Charter	Bishop

DISCUSSION ITEMS		
DISC-1	University Audit Update	Taft
DISC-2	DSO External Audit Reports	Taft
DISC-3	UCER Update- Work Plan Status Oct - Dec 2023	Bishop

INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		

AUDIT & COMPLIANCE		
MAY OFF-CYCLE TBD		

ACTION ITEMS		
AUDC-1		
AUDC-2		
AUDC-3		

DISCUSSION ITEMS		
DISC-1	University Audit Update	Taft
DISC-2	UCER Update- Work Plan Status Jan -March 2024	Bishop
DISC-3		

INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		

DRAFT

BUDGET & FINANCE		
Wednesday, September 27, 2023		

ACTION ITEMS		
BUDC-1	2023-24 Carryforward Spending Plan	HECTOR
BUDC-2	Final 2023-24 University Budget	HECTOR
BUDC-3	Fixed Capital Outlay Budget	HECTOR
BUDC-4		
BUDC-5		

DISCUSSION ITEMS		
DISC-1	SVP Update	HECTOR
DISC-2		
DISC-3		
DISC-4		
DISC-5		

INFORMATION ITEMS		
INFO-1	University Investment Report - 4th Quarter, Ended June 30, 2023	FRANCIS
INFO-2	University Operating Budget Report - 4th Quarter, Ended June 30, 2023	WHITE
INFO-3	Direct Support Organizations' (DSO) Financial Reports - 4th Quarter, Ended June 30, 2023	TANT
INFO-4	Work Plan and Charter Review	CHAIR
INFO-5	Fixed Capital Outlay Budget Update	HECTOR

BUDGET & FINANCE		
Wednesday, November 15, 2023		

ACTION ITEMS		
BUDC-1		
BUDC-2		
BUDC-3		
BUDC-4		
BUDC-5		

DISCUSSION ITEMS		
DISC-1	SVP Update	HECTOR
DISC-2		
DISC-3		
DISC-4		
DISC-5		

INFORMATION ITEMS		
INFO-1	University Investment Report - 1st Quarter, Ended September 30, 2023	FRANCIS
INFO-2	University Operating Budget Report - 1st Quarter, Ended September 30, 2023	WHITE
INFO-3	Direct Support Organizations' (DSO) Financial Reports - 1st Quarter, Ended September 30, 2023	TANT
INFO-4	University and DSO Debt Report	FRANCIS
INFO-5		

BUDGET & FINANCE		
Thursday, February 22, 2024		

ACTION ITEMS		
BUDC-1	Operating Budgets for Auxiliary Facilities with Bonded Debt	HECTOR
BUDC-2		
BUDC-3		
BUDC-4		
BUDC-5		

DISCUSSION ITEMS		
DISC-1	SVP Update	HECTOR
DISC-2	Draft University Audited Statements Report	HECTOR
DISC-3		
DISC-4		
DISC-5		

INFORMATION ITEMS		
INFO-1	University Investment Report - 2nd Quarter, Ended December 31, 2023	FRANCIS
INFO-2	University Operating Budget Report - 2nd Quarter, Ended December 31, 2023	HECTOR
INFO-3	Direct Support Organizations' (DSO) Financial Reports - 2nd Quarter, Ended December 31, 2023	HECTOR
INFO-4	University and DSO Debt Report	FRANCIS
INFO-5	Fixed Capital Outlay Budget Update	HECTOR

BUDGET & FINANCE		
Wednesday, June 12, 2024		

ACTION ITEMS		
BUDC-1	Proposed 2023-24 University Operating Budget/ Spending Authority	HECTOR
BUDC-2	Proposed 2023-24 Direct Support Organization/Related Entity Operating Budgets	TANT
BUDC-3	Renewal of Reducing Revolving Line of Credit - Fifth Third Bank	DONOVAN
BUDC-4	UCF Stadium Corporation Release of Unrestricted Surplus	DONOVAN
BUDC-5		

DISCUSSION ITEMS		
DISC-1	SVP Update	HECTOR
DISC-2		
DISC-3		
DISC-4		
DISC-5		

INFORMATION ITEMS		
INFO-1	University Investment Report - 3rd Quarter, Ended March 31, 2024	FRANCIS
INFO-2	University Operating Budget Report - 3rd Quarter, Ended March 31, 2024	HECTOR
INFO-3	Direct Support Organizations' (DSO) Financial Reports - 3rd Quarter, Ended March 31, 2024	HECTOR
INFO-4	Final University Audited Statements Report	WHITE
INFO-5		

FACILITIES & INFRASTRUCTURE			FACILITIES & INFRASTRUCTURE			FACILITIES & INFRASTRUCTURE			FACILITIES & INFRASTRUCTURE		
Wednesday, September 27, 2023			Wednesday, November 15, 2023			Thursday, February 22, 2024			Wednesday, June 12, 2024		
ACTION ITEMS			ACTION ITEMS			ACTION ITEMS			ACTION ITEMS		
FACC-1			FACC-1			FACC-1			FACC-1	Five-year Capital Improvement Plan	Varnell
FACC-2			FACC-2			FACC-2			FACC-2		
FACC-3			FACC-3			FACC-3			FACC-3		
FACC-4			FACC-4			FACC-4			FACC-4		
FACC-5			FACC-5			FACC-5			FACC-5		
DISCUSSION ITEMS			DISCUSSION ITEMS			DISCUSSION ITEMS			DISCUSSION ITEMS		
DISC-1	CIO Update	Hall	DISC-1	VP Update	Varnell	DISC-1	CIO Update	Hall	DISC-1	VP Update	Varnell
DISC-2	VP Update	Varnell	DISC-2	CIO Update	Hall	DISC-2	VP Update	Varnell	DISC-2	CIO Update	Hall
DISC-3	2023-24 Fixed Capital Outlay Budget	Varnell	DISC-3	Comprehensive Report on Construction-Related Activity	Varnell	DISC-3	Comprehensive Report on Construction-Related Activity	Varnell	DISC-3	Comprehensive Report on Construction-Related Activity	Varnell
DISC-4	Comprehensive Report on Construction-Related Activity	Varnell	DISC-4	IT@UCF Transformation	Hall	DISC-4	IT@UCF Transformation	Hall	DISC-4	Operational Metrics	Varnell
DISC-5	IT@UCF Transformation	Hall	1:1 with Trustees	Security Threat Assessment	Hall	1:1 with Trustees	Security Threat Assessment	Hall	DISC-5	FCA	Varnell
1:1 with Trustees	Security Threat Assessment	Hall							DISC-6	IT@UCF Transformation	Hall
INFORMATION ITEMS			INFORMATION ITEMS			INFORMATION ITEMS			INFORMATION ITEMS		
INFO-1	FY24 Work Plan and Charter Review	McAlpin	INFO-1			INFO-1	Campus Master Plan Neighborhood Meeting Minutes	Varnell	INFO-1		
INFO-2	Campus Master Plan Neighborhood Meeting Minutes	Varnell and Martin	INFO-2			INFO-2	2023-24 FCOB Update		INFO-2		
INFO-3	2022-23 Fixed Capital Outlay Budget Update	Varnell	INFO-3			INFO-3			INFO-3		
INFO-4			INFO-4			INFO-4			INFO-4		
						INFO-5			INFO-5		

GOVERNANCE			GOVERNANCE			GOVERNANCE			GOVERNANCE		
Wednesday, September 27, 2023			Wednesday, November 15, 2023			Thursday, February 22, 2024			Wednesday, June 12, 2024		
ACTION ITEMS			ACTION ITEMS			ACTION ITEMS			ACTION ITEMS		
GOVC-1	Board Policies - Financial (Investments, Carryforward, Capital Project funding)	HECTOR	GOVC-1	FY23 Presidential Assessment and Compensation Review	Binder	GOVC-1			GOVC-1	Chapter 5 regulations amendments	COOK
GOVC-2			GOVC-2			GOVC-2			GOVC-2	Chapter 6 regulations amendments	COOK
GOVC-3	Amendments to University Regulations	COOK	GOVC-3	Amendments to University Regulations	Cook	GOVC-3	Amendments to University Regulations	COOK	GOVC-3	Amendments to University Regulations	COOK
GOVC-4			GOVC-4						GOVC-4	DSO Board Appointments, if needed	KILBRIDE
GOVC-5			GOVC-5						GOVC-5		
GOVC-6			GOVC-6								
DISCUSSION ITEMS			DISCUSSION ITEMS			DISCUSSION ITEMS			DISCUSSION ITEMS		
DISC-1			DISC-1			DISC-1			DISC-1		
DISC-2			DISC-2			DISC-2			DISC-2		
DISC-3			DISC-3			DISC-3			DISC-3		
INFORMATION ITEMS			INFORMATION ITEMS			INFORMATION ITEMS			INFORMATION ITEMS		
INFO-1	FY24 Work Plan and Review of Committee Charter	OKATY	INFO-1	President's FY23 Goals	MARTINS	INFO-1			INFO-1		
INFO-2			INFO-2			INFO-2			INFO-2		

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Wednesday, September 27, 2023		
ACTION ITEMS		
SPAC-1	External Naming (tentative)	
SPAC-2		
SPAC-3		
DISCUSSION ITEMS		
DISC-1	FY23 Attainment Review	Grabowski
DISC-2	FY24 Fundraising Goals	Grabowski
DISC-3	Community and Culture: The Ginsburg Center for Inclusion and Community Engagement	Marc McMurrin
DISC-4		
INFORMATION ITEMS		
INFO-1	UCF Specialty License Plate Sales update	Burt
INFO-2		

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Wednesday, November 15, 2023		
ACTION ITEMS		
SPAC-1	External Naming (tentative)	
SPAC-2		
SPAC-3		
DISCUSSION ITEMS		
DISC-1	FY24 Fundraising Update	Grabowski
DISC-2	Strategic Partnerships Discussion	Grabowski + Seymour
DISC-3		
DISC-4		
INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Thursday, February 22, 2024		
ACTION ITEMS		
SPAC-1	External Naming (tentative)	
SPAC-2		
SPAC-3		
DISCUSSION ITEMS		
DISC-1	FY24 Fundraising Update	Grabowski
DISC-2	Strategic Partnerships Update (tentative)	Grabowski + TBD
DISC-3		
INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		

STRATEGIC PARTNERSHIPS & ADVANCEMENT		
Wednesday, June 12, 2024		
ACTION ITEMS		
SPAC-1	External Naming (tentative)	
SPAC-2		
SPAC-3		
DISCUSSION ITEMS		
DISC-1	FY24 Fundraising Update	Grabowski
DISC-2	Strategic Partnerships Update (tentative)	Grabowski + TBD
DISC-3		
DISC-4		
INFORMATION ITEMS		
INFO-1		
INFO-2		
INFO-3		



UNIVERSITY OF CENTRAL FLORIDA

UCF Board of Trustees Statement of Expectations

This Statement of Expectations is intended to provide guidelines and information to assist members of the Board of Trustees in fulfilling their roles and responsibilities in service to the University of Central Florida.

I. The Role of the Board

- a. The Board of Trustees is a public body corporate called the University of Central Florida Board of Trustees, with all the powers of a public body corporate under the laws of the State of Florida.
- b. The Board shall serve as the governing body of the University of Central Florida. It shall select the president of the University of Central Florida for ratification by the Board of Governors and shall hold the president responsible for the university's operation and management, performance, fiscal accountability, and compliance with federal and state laws and regulations of the Board of Governors. The Board shall have the authority to carry out all lawful functions permitted by the bylaws, its operating procedures, by regulations and policies of the Board of Governors, or by law. The Board may adopt regulations and policies consistent with the university mission, with law, and with the regulations and policies of the Board of Governors, in order to effectively fulfill its obligations under the law.
- c. The Board's primary concerns are strategic governance and accountability. It should adopt a strategic plan designed to ensure the long-term fulfillment of the university's teaching, research and service mission, monitor progress in achieving the plan's goals, and update the plan as necessary. It should provide oversight to protect the university's fiscal integrity and make sure that the President, faculty and staff comply with all applicable laws and perform their responsibilities ethically and competently.
- d. The Board should govern through the President and should refrain from becoming involved in day-to-day operations.
- e. The Board should recognize the important role that the principle of shared governance plays in institutions of higher education. It should seek input from faculty, staff and students and whenever possible incorporate their views into its decisions.

II. The Role of Individual Trustees

- a. By law, the Board, acting as a collective body, is responsible for governance of the university. Individual Trustees have no authority except as delegated by the Board as a whole.
- b. Members of the Board of Trustees are stewards of the public trust. They have a fiduciary obligation to act in the best interests of the university and the State of Florida. They must adhere to the highest ethical standards and perform their university duties without regard to any personal interests they may have. Trustees should understand and comply with state ethics laws and keep themselves informed of developments in these laws. They should avoid situations that may give rise to even the appearance of a conflict of interest and promptly disclose any conflicts of interest that may occur.
- c. Trustees should understand that they serve the institution as a whole and are not advocates for any particular unit or constituency of the university.
- d. Student Trustees have a unique responsibility to ensure that the views of students are heard in Board deliberations. They should also share with other students the Board's perspectives on university issues. In performing both of these functions, they should keep in mind the needs of all constituencies within the university.
- e. Service on the Board is a time consuming professional commitment. Trustees should attend all meetings of the Board and committees and should give notice to the Chair when they are unable to do so. Trustees should also make an effort to participate in conferences and other programs designed to educate and update Trustees and to attend commencements, convocations and other special events on campus.
- f. Trustees should be attentive during meetings and refrain from multitasking. They should treat the opinions of their colleagues on the Board as well as others participating in Board discussions with civility and respect and should be open to alternative points of view. They should respect matters discussed at board meetings and refrain from publicly or privately criticizing other Trustees.
- g. Trustees should strive to make informed decisions based on an analysis of objective data. In their deliberations they should rely on the application of sound management principles and prudent business judgment. To ensure thorough consideration of Board decisions, they should review briefing materials in advance and be prepared to actively participate in discussions.
- h. In order to make good decisions, Trustees need to engage in robust and thorough discussions of university issues in public meetings. Disagreements will occur and Trustees should seek productive ways to resolve them. Once a consensus is reached on an issue, all Trustees should respect the final decision of the Board.

- i. Trustees should keep themselves informed about issues and events at the local, state and national level that may affect the university and higher education in general.
- j. Trustees are encouraged to consider a philanthropic investment in the university in accordance with their means.
- k. Trustees should understand and comply with Florida's Sunshine Law and Public Records Laws and should keep themselves informed of developments in these laws.

III. The Board's Relationship with the President

- a. The Board delegates responsibility for institutional management to the President. The Board and individual Trustees should refrain from involvement in operational matters except as necessary to fulfill their fiduciary duties.
- b. The Board and the President should agree on clearly defined institutional goals and strategies for achieving them.
- c. The Board should hold the President accountable for achieving institutional goals. Evaluation of the President should be an ongoing process with the Board offering candid and constructive feedback as necessary. Formal evaluations should be conducted on a regular basis.
- d. The President reports to the Board as a whole and not to individual Trustees. Trustees who have concerns about the President's performance should convey them to the Board Relations Office who will consult with the Chair. The Board Relations Office will report back to the Trustee who raised the concern in a timely manner.
- e. Individual Trustees should develop a comfortable working relationship with the President. They are encouraged to interact with the President one-on-one as needed to share information, concerns or advice but they should remember that when they do so they are not speaking for the entire Board.

IV. The Board's Relationship with Internal Constituencies

- a. Trustees are encouraged to interact informally with administrators, faculty and students, bearing in mind that they do so as individual members of the Board. They should avoid any statements that would give rise to the perception that they speak for the entire Board.
- b. When interacting with faculty, staff and students, Trustees should not advocate for their personal position on university issues or criticize other members of the university community.
- c. Trustees should submit requests for information about institutional issues to the Board Office which will facilitate a response from the appropriate university official.

- d. Consistent with the principle of shared governance, the faculty, through the Faculty Senate, plays an active advisory role to the administration and the Board of Trustees on all academic matters, including but not limited to academic standards, research, admissions, curriculum and the granting of degrees. The Faculty Senate initiates resolutions relating to university-wide academic matters, the rights and responsibilities of faculty and faculty grievances. The Board should respect the role of the Senate in these areas and should also consider advice from the Senate on matters of general concern to the university community.
- e. The Board should encourage the President and administrators to involve individual faculty and students in the development of institutional goals and priorities. The active participation of faculty and students in these matters will give them a broader understanding of institutional governance and will enrich the Board's understanding of faculty and student views on university issues.

V. Relationships with External Entities

- a. The Board Chair is the only Trustee authorized to make public statements on behalf of the entire Board.
- b. When asked to comment on Board actions or deliberations, Trustees should defer to the Chair or the President. If Trustees choose to speak publicly on issues relating to the university or higher education in general they should make it clear that they are stating their personal views and are not expressing the formal position of the Board or the university.
- c. When individual Trustees communicate with federal, state or local officials on issues relating to higher education, they should take care not to create the perception that they speak for the Board or the university unless they have been authorized by the Chair or the Board to do so.
- d. When individual Trustees are presented with concerns about university operations, these matters should be communicated to the President and/or the Board Relations Office.
- e. While Trustees should seek information and ask questions of others, they should refrain from publicly criticizing the President or other members of the University Community. Criticisms or concerns that Trustees may have about the President or other members of the University Community should be conveyed to the Board Relations Office who will discuss with the Chair the appropriate method for the Board to address the issue.

Approved by the Board of Trustees on November 14, 2019

ARTIS G. HAMPSHIRE-COWAN, ESQ.
Principal, Leveraged Leadership Group, LLC

Artis G. Hampshire-Cowan, Esq. is founder and principal of Leveraged Leadership Group, LLC and is a senior fellow of the Association of Governing Boards of Universities and Colleges (AGB). During her 25-year tenure at Howard University she served as the senior vice president and corporate secretary, chief operating officer, and acting president. Prior to being promoted to senior vice president, Artis served as corporate secretary and vice president for human resource management with executive oversight for a workforce of more than 6,000.

Before joining Howard, Artis spent 12 years in the government of the District of Columbia as a congressional lobbyist, a consumer and regulatory administrator, a compliance officer, an attorney-advisor to the deputy mayor for economic development, and a senior advisor and counsel to the city administrator. Formerly a prosecutor in Philadelphia, Artis relocated to Washington, D.C. to join the first administration of Mayor Marion S. Barry, Jr. and rapidly advanced in leadership roles. As general counsel of RFK Stadium, she led the District's negotiations with the Washington NFL Team and subsequently joined Howard University while concurrently serving as special counsel to then County Executive Wayne Curry in his successful bid to relocate the team to Prince George's County, Maryland.

Artis is recognized not only for her impressive career accomplishments, but also for her profound concern for children and underserved populations, access to quality education, and the future of the Washington, DC metropolitan region. Artis is a founding board member of Bright Beginnings, a daycare center for homeless children, and a founder of the Howard University-based Girls, Inc. DC. A past president of Leadership Greater Washington, Artis is a 2011 graduate of Leadership Maryland and director and former chair of The Community Foundation for Prince George's County ("The Foundation"). She is credited with revitalizing The Foundation with record growth and expanded influence. Her donor-advised fund sponsors annual residential camping experiences for underserved girls. In recognition of her stellar contributions, she was honored by The Foundation with its 2010 Lifetime Achievement Award.

With an active commitment to her community, she has served on the board of the Washington Metropolitan Area Transit Authority (WMATA) and the Washington Suburban Sanitary Commission (WSSC), and she was appointed by former Maryland Governor Parris Glendening to chair the legislatively mandated Prince George's County Public Schools Management Oversight Panel. Artis has also served as a county executive appointee to superintendent selection committees, including as the chair of the education transition for County Executive Curry. More recently, she co-chaired County Executive Rushern Baker's transition and co-chaired County Executive Angela Alsobrook's Organizational Development and Talent Management Transition Committee. A former board member and current honorary board member of Venture Philanthropy Partners (VPP), Artis has been deeply involved in VPP's *Ready for Work* initiative which invests in collaborations that create long-term, systemic, and positive change in Prince George's County for career- and college-ready graduates.

She recently ended a nine-year tenure as director and Governance Committee Chair of CareFirst. She is a current member of the Greater Washington Community Foundation Board (Vice Chair), and the Girl Scout Council of the Nation's Capital Women's Advisory Board. She formerly served on the PEPCO Board of Advisors, the Prince George's Public Schools CEO's Advisory Council, and the boards of Teach for America DC and the Maryland Women's Heritage Foundation. She is a member of the International Women's Forum; The Links, Incorporated; and Delta Sigma Theta Sorority, Incorporated, where she serves as the national legal advisor.

Artis has been recognized for her professional and civic achievements and contributions, including the 2010 Most Influential African Americans in Washington, DC and the 2010 and 2012 *Prince George's Suite* Top 100 Who's Who in Prince George's County. She was featured in the *Washingtonian* Magazine's Interesting Dinner Guests (2012), 100 Most Powerful Women (2009) and Power 150—People Who Make Things Happen (2007). In 2008, she received the Women Who Mean Business Award and ten years later she received the Minority Business Owner Award from the *Washington Business Journal*. The Girl Scouts Council of the Nation's Capital honored her with the Administrative Officers Award in 2012. She is the recipient of the 2013 Wiley Branton Award of the National Bar Association and a 2014 Washington Area Women's Foundation honoree. Upon her retirement in 2015, she was the inaugural recipient of the Presidential Medal awarded at the legendary Howard University Charter Day Dinner. In 2017 she received the Mary Church Terrell Award from Delta Sigma Theta Sorority. She was named the 2018 Champion for Children by Bright Beginnings, a developmental daycare for homeless children. Artis is the 2020 Greater Leadership Washington *Leader of the Years*.

Artis is a graduate of Temple University Law Center and Morris Brown College (honors). She is an attorney licensed to practice in the District of Columbia and holds certifications by the Society of Corporate Compliance and Ethics. Artis holds a certificate from Harvard University's Graduate School of Education, Institute for Higher Education Management and she is a graduate of the Stephen Covey Leadership Center with certification as a trainer for the *Seven Habits of Highly Effective People*, *Principle-Centered Leadership*, and the *Power Principle*. As an AGB senior fellow, Artis' focus is on enhancing institutional operational efficiency and the effectiveness of higher education boards through strategic governance. As the principal of Leveraged Leadership Group, her specialties include organizational and leadership development; leading and managing change and transformation; transition and strategic planning; diversity, inclusion, and equity; board-CEO relationships; board effectiveness; and corporate governance.



Board of Trustees Retreat | May 18, 2023

DISC – 2: UCF Facilities - Capital and Infrastructure Improvements

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Board will be presented with information on key projects, including the university's annual Capital Improvement Plan and the College of Nursing building. Additional discussion will be focused on the university's planned and ongoing infrastructure improvement initiatives.

Background Information:

Capital Improvement Plan (CIP)

Facilities constructed using Public Education Capital Outlay (PECO) funds, Capital Improvement Trust Funds (CITF) funds, and debt begin with approval by the University Board of Trustees of a prioritized project funding request known as the Five-Year Capital Improvement Plan (CIP).

PECO funds typically support the new construction, renovation, and remodeling of academic buildings. CITF funds are derived from student fees and typically support student support projects. Debt-funded projects are commonly Athletics or private/public partnership projects. While bond-funded projects are generally housing or parking garage projects and do not need to be included in the CIP.

The CIP is submitted annually to the State University System (SUS) Board of Governors, where the proposed projects are evaluated utilizing a points-based prioritization process pursuant to Florida Statutes. The resulting list of capital project funding requests is then recommended for adoption by the Board of Governors as the PECO Fixed Capital Outlay Legislative Funding Request for the upcoming Legislative Session.

The CIP will come before the Board of Trustees during the June 28-29, 2023, meeting cycle for consideration of approval.

UCF College of Nursing Building

Thanks to both private and public support, the university is progressing with the design of a new building for the UCF College of Nursing on UCF's Academic Health Sciences Campus at Lake Nona. This cutting-edge facility is approximately 90,000 gross square feet and will allow the College to increase its enrollment by 50% upon opening. The new building will offer a range of features, including adaptable instructional areas, collaborative spaces for studying, virtual reality education, and advanced simulation and skills labs. Notably, the lab space will be nearly tripled, with specific sections designated for virtual reality education and structured clinical examination.

Full funding of the College of Nursing Building will come before the Board of Trustees during the June 28-29, 2023, meeting cycle for consideration of approval.

Additional Project Updates

Planning, Design, and Construction have several other non-CIP related projects in planning:

- Football Campus
- Baseball Renovation
- Rosen Campus Plan
- UCF at Daytona State College
- Health Sciences Campus Plan
- Housing Demand Study
- Advanced Planning
 - Chemistry Remodel/Renovation
 - Biology Renovation
 - Ferrell Commons Remodel/Renovation
 - Research Park SCIF
 - Student Success Center
 - Main Campus Housing
 - Research II
 - Learning Laboratory (exploring alternate names)
- Campus Master Plan update (starts Fall 2023, for November 2024 BOT approval)

Infrastructure Improvements

The University of Central Florida has a comprehensive list of infrastructure improvements focused on cost-saving initiatives, utilities operation optimization, and repairs. Projects to be discussed include, but are not limited to, the following initiatives:

Floating Solar Project: This potential energy-reducing project leverages credits from the Inflation Reduction Act along with an Investment Tax Credit and supports clean energy production on an existing stormwater retention basin within a reasonable payback period.

Linear Generator: In early 2021, UCF's Resilient, Intelligent, and Sustainable Energy Systems (RISES) and Center for Advanced Turbomachinery and Energy Research (CATER) proposed a project with two outcomes to enhance research and education programs at UCF as well as strengthen academic excellence in energy systems. In collaboration with Duke Energy Florida, the College of Engineering and Computer Sciences, and UCF's Utilities and Engineering Services, this project involves the installation of a hydrogen/natural gas generator be installed on the incoming utility to Research One for exploration of green hydrogen research, battery storage, and building resiliency.

The construction portion of this faculty-driven project partnership is scheduled to come before the Board of Trustees for approval at the June 28-29, 2023, meeting cycle.

Water Plant Operations: The Board will receive a review of the university's water production plant operation and ongoing analysis regarding significant reinvestments needed to maintain the current operation and meet upcoming EPA regulations. Discussions will also touch upon the magnitude, potential cost savings, and optimization efforts associated with our major utilities operations area.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Board of Governors Regulation 21.202

Facilities and Infrastructure Committee Charter, Section 3.6

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:

Attachment A: Strategic Project and Planning Overview

Attachment B: Utility Infrastructure Updates and Developments

Attachment C: Utilities and Engineering Services Facilities Condition Data Review & Funding Discussion

Facilitators:

Jon Varnell



Strategic Project and Planning Overview

Facilities and Business Operations

WHY IS THIS NEEDED?

- Aligns capital project requests with the current **PRIORITIES** of the university
- Provides **TRANSPARENCY** to the process for all stakeholders
- Allows for an **OPEN PROCESS** to understand all needs
- Clarifies **RESOURCE CONSTRAINTS** that impact the university
- Improves **LONG RANGE PLANNING** tied to the Campus Master Plan
- Addresses strategic **CAPITAL REINVESTMENT**
- Assists **FUNDRAISING** to set clear priorities and goals
- Strategic project selection for the highest chance of **FUNDING SUCCESS**
- Allows for **CHANGING PRIORITIES**

PLANNING FRAMEWORK

CAMPUS MASTER PLAN

ELEMENT 10.0 - CAPITAL IMPROVEMENTS & IMPLEMENTATION

GOAL 1:

Provide implementation procedures for monitoring and updating the Campus Master Plan and prioritizing Capital Projects, by guiding University decision-making, responding appropriately to unforeseen or changing conditions, encouraging public involvement, and maintaining transparency.

OBJECTIVE 1.1

Establish criteria to evaluate and prioritize capital improvement projects.

OBJECTIVE 1.2

Implement transparent procedures that engage campus stakeholder participation in prioritizing Capital Projects.

COMMITTEE ENGAGEMENT

Capital Project Planning Committee (CPPC)

10 year - Campus Master Plan

5 year - Capital Priorities

1 year - Annual Capital Improvement Plan

University Master Planning Committee (UMPC)

Advisory Committee

Land use, campus aesthetics, public art

University Space Committee (USC)

Advisory Committee

Real estate, space initiatives

THE MAKING OF A PLAN

INPUTS

Facility Condition
Assessment
Repairs & Renovations
Infrastructure Reliability
Utilization / Efficiency
Life Safety
ADA

STRATEGY

Strategic Plan
Teaching & Learning
Research & Innovation
Student Experience
Community Engagement
Campus Master Plan

FUNDING

PECO
CITF
Bonds
Debt
Auxiliary
Carryforward
Fundraising
Legislative Priority

RUBRIC

CAPITAL PLAN

TWO PLANNING LEVELS

UNIVERSITY PLAN

Strategic Plan
Alignment

Larger Projects,
typically over \$2M

Annual request to state
for funding

Capital Improvement Plan (CIP)

UNIT PLAN

Support Strategic Plan
at Unit level

Smaller Projects,
typically under \$2M

Annual plan to state,
updates reported quarterly

Fixed Capital Outlay Budget
(FCOB)

TERMS

Campus Master Plan (CMP)	10-year plan, approved every 5 years Current CMP 2020-30 approved by BOT 11/14/19 If a project is not on the CMP, it cannot be requested on the EPS
Educational Plant Survey (EPS)	Survey of physical plant space by BOG & peer university staff Current EPS 2021-26 approved by BOT 4/22/21 If a project is not on the EPS, it cannot be requested on the CIP
Capital Improvement Plan (CIP)	Annual request for state funding submitted through BOT to BOG Multiple parts – PECO request, CITF request, Debt/Bond (Back of Bill) Must be approved by BOT by June 30 of each year
PECO	Public Education Capital Outlay State funding source for academic projects PECO scoring criteria determine SUS priorities for funding consideration
CITF	Capital Improvement Trust Fund: student-fee based funds State funding source for student priority projects
Fixed Capital Outlay Budget (FCOB)	Annual budget for projects that exceed designated thresholds E&G Operating projects, Carryforward small projects, Carryforward large projects Quarterly reporting of all projects that exceed designated thresholds

NEW PECO SCORING CRITERIA

Scoring criteria:

- 1 PRIOR LEGISLATIVE FUNDING** up to 20 points for prior funding; no changes
- 2 MAINTENANCE AND INFRASTRUCTURE** up to 20 points based on cost
- 3 SPACE NEEDS MET** up to 20 points based on % add to campus
- 4 UNIVERSITY PRIORITY** #1 project = 5 points, #2 project = 3 points; no changes
- 5 RENOVATION OR REPLACEMENT** up to 20 points based on cost/sf
- 6 NEW CONSTRUCTION** up to 20 points based on **gifts/donations** and university funds

For projects that receive PECO funds:

- New Construction - UCF must provide 2% annually of building value into an escrow account for future Capital Renewal / Deferred Maintenance
- Renovations/Remodels - UCF must provide 1% annually.

CAPITAL PLANNING PROCESS FEATURES

Annual Process	Begins at the start of the fiscal year Ends with BOT approval of the annual CIP
Capital Project Planning Committee	Committee composed of broad university representation Oversees submissions, evaluations, scoring, draft plan, final plan
Call For Projects	Formal submission process, structured requirements Requirements driven by strategic and operational priorities Transparent and open to campus stakeholders
Strategic Fundraising	Coordination with UCF Foundation Clarity to fundraising priorities for more successful outcomes
Scoring Rubric	Step 1 – Strategic Need evaluation Step 2 – Funding Alignment

PROJECT SUBMISSION REQUIREMENTS

BASIC PROJECT INFORMATION

Project Description

Cost
Schedule

Source of Funds

CMP?
EPS?

Interdisciplinary?
Support Projects?

Consequences
if not funded?

STRATEGIC PRIORITIES

Student Success and Well-Being

Discovery and Exploration

Community and Culture

Innovation and Sustainability

OPERATIONAL PRIORITIES

Compliance &
Life Safety

Infrastructure
Reliability

Capital Renewal
Deferred Maintenance

Improve Utilization
& Efficiency

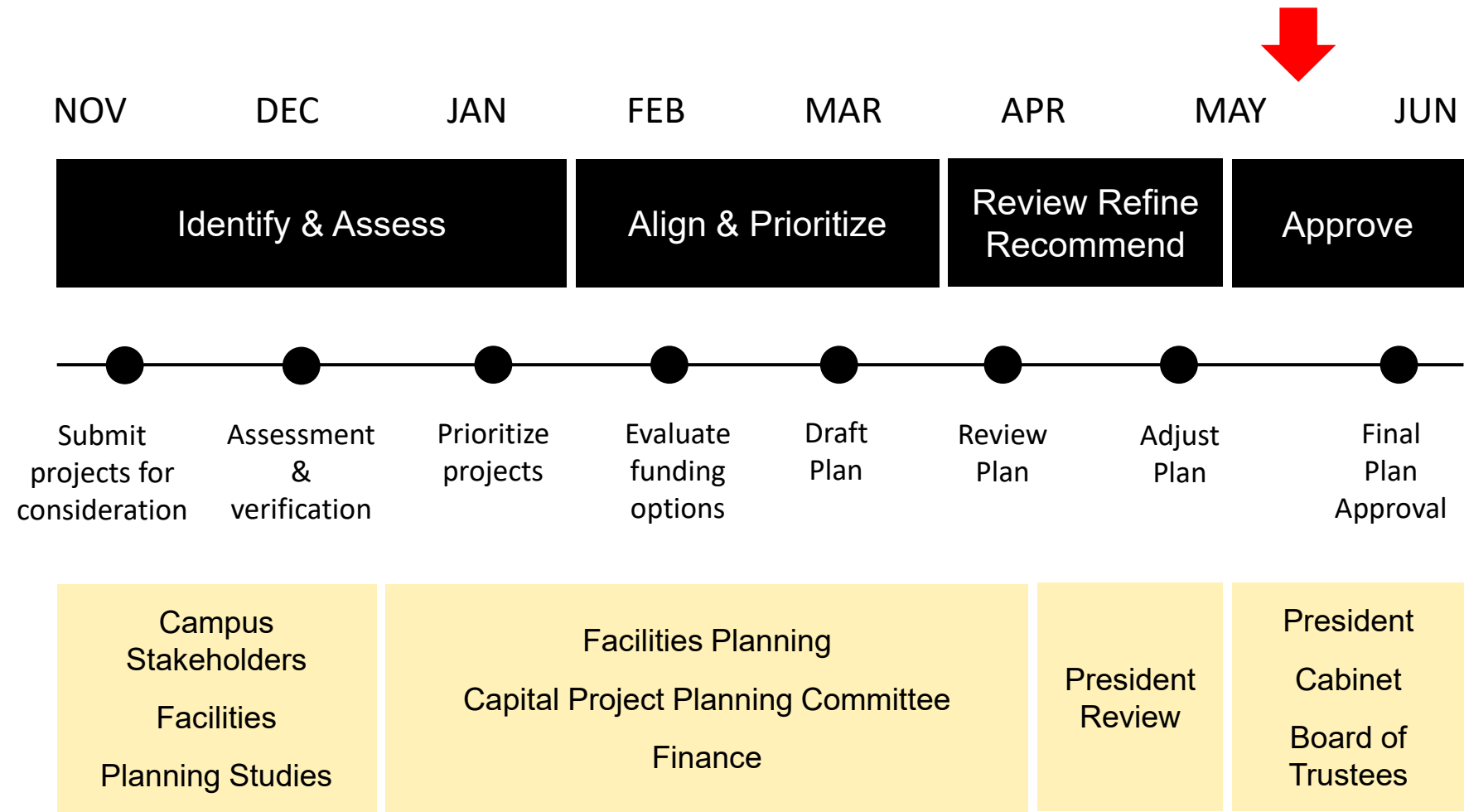
STEP 1 – SCORING FOR STRATEGIC NEED

Strategic Need	Funding is not a primary criteria Score based on priorities & impact
Strategic Plan Alignment	Student Success and Well-Being Discovery and Exploration Community and Culture Innovation and Sustainability
Return on Investment	Degrees Produced meeting State's needs Students Served, Efficiencies Created Additional Research Funding, Patents Business Partnerships, Jobs Created Improvements to Space Use
Operational Priorities	Compliance and Life Safety, ADA Research Reliability Facilities Condition Index Improved Utilization / Efficiency

STEP 2 – EVALUATE FOR FUNDING STRATEGY

Funding Strategy	Determine the correct funding source for each project
CIP	PECO CITF Debt Fundraising
FCOB	E&G Operating Carryforward DSO Auxiliary Contracts & Grants Other

SCHEDULE



FY2024-25 CAPITAL IMPROVEMENT PLAN

MAY 2023 FY 2024-25 to FY 2028-29
<u>PECO</u> * #1 Research II #2 Howard Phillips Hall Remodel #3 Discovery and Innovation Hub #4 FSEC Renovation #5 Engineering 2 Remodel
<u>CITF</u> RWC Deferred Maintenance Creative School
<u>Back of Bill (Debt, P3)</u> None

* ONLY THE #1 AND #2 PECO PROJECTS ARE SCORED

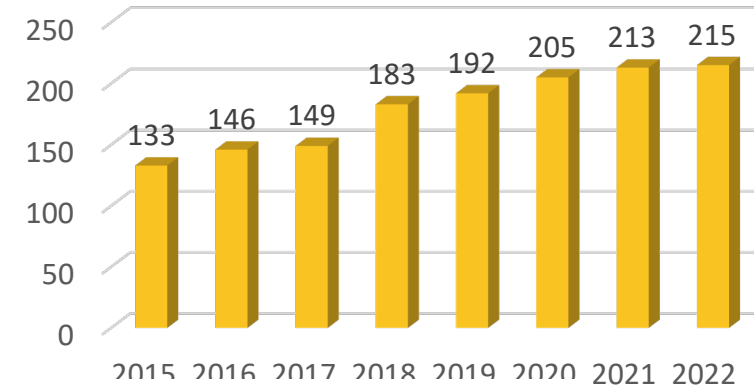
RESEARCH II

105,060gsf, \$97.3M total project cost

- Alignment with the Strategic Plan's interdisciplinary research needs
- Addresses the Educational Plant Survey's (EPS) research lab space deficit
- Creates shared dry/damp/wet labs and clean room space



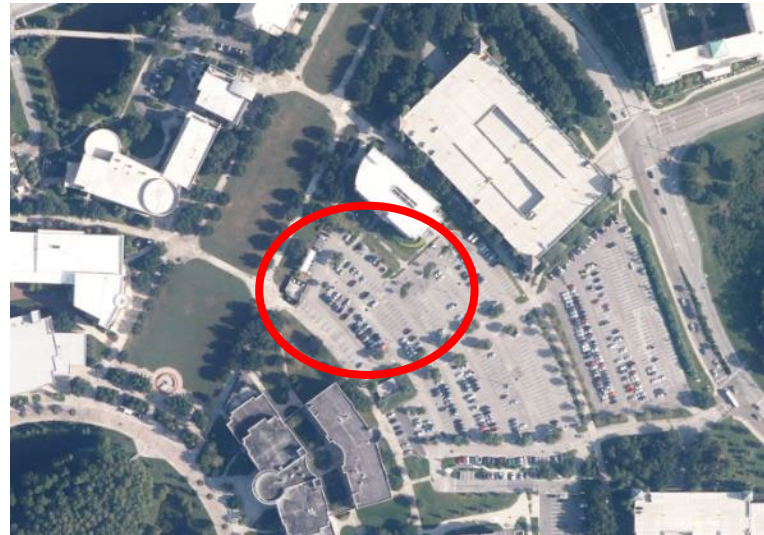
Research Dollars Awarded, in Millions



DISCOVERY AND INNOVATION HUB

100,000gsf, \$76.9M total project cost

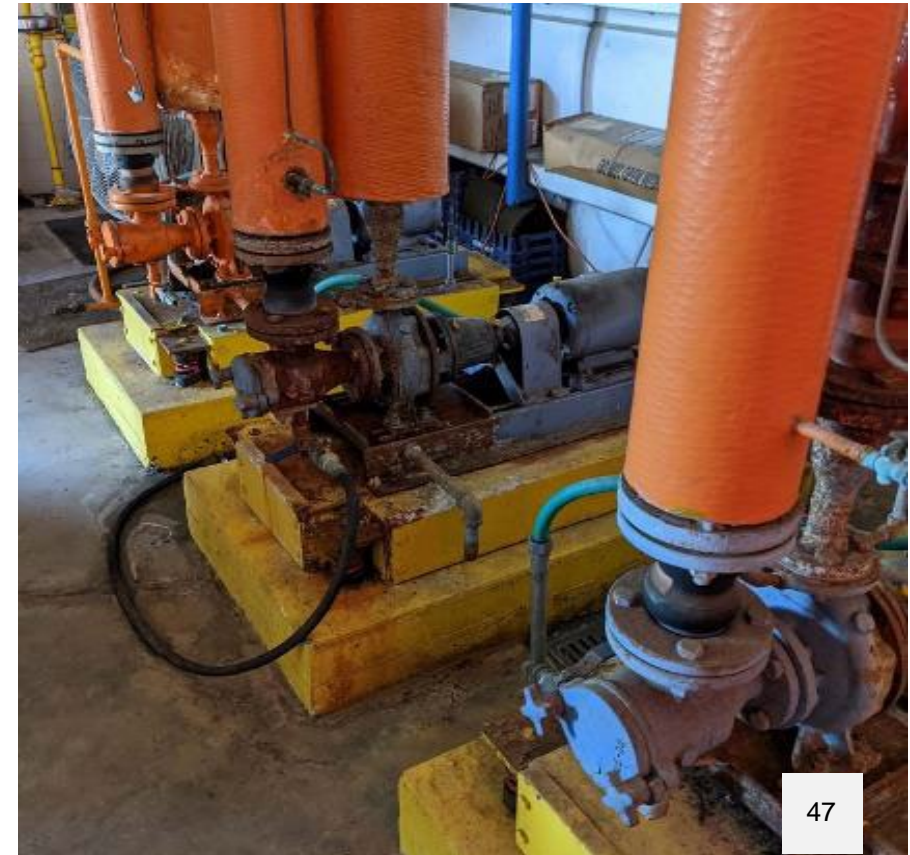
- High return on investment; increases graduation rates in STEM majors
- Critical space need for teaching lab space based on current utilization and EPS space deficit
- Creates numerous active learning spaces for facilitated group learning



FLORIDA SOLAR ENERGY CENTER

Critical Deferred Maintenance, \$8.3M

- Complete HVAC renovation, including AHUs, controls, chillers, and pumps
- Fire Alarm System replacement for labs, offices, and central energy plant
- Replacement of underground chilled and hot water piping system
- Roof and exhaust fan replacement



ENGINEERING II REMODEL

100,000gsf, \$14.0M total project cost

- Useable space created by building out the existing high-bay research space
- Atrium space enhancement and utilization improvement
- Update building systems as needed to support new space





College of Nursing

COLLEGE OF NURSING



COLLEGE OF NURSING



Level 3
GSF 32,420



Level 2
GSF 31,266



Level 1
GSF 26,036



View from the College of Medicine

View from Parking Lot



View from
Lake Nona Boulevard
Looking East





View from
Lake Nona Boulevard
Looking North

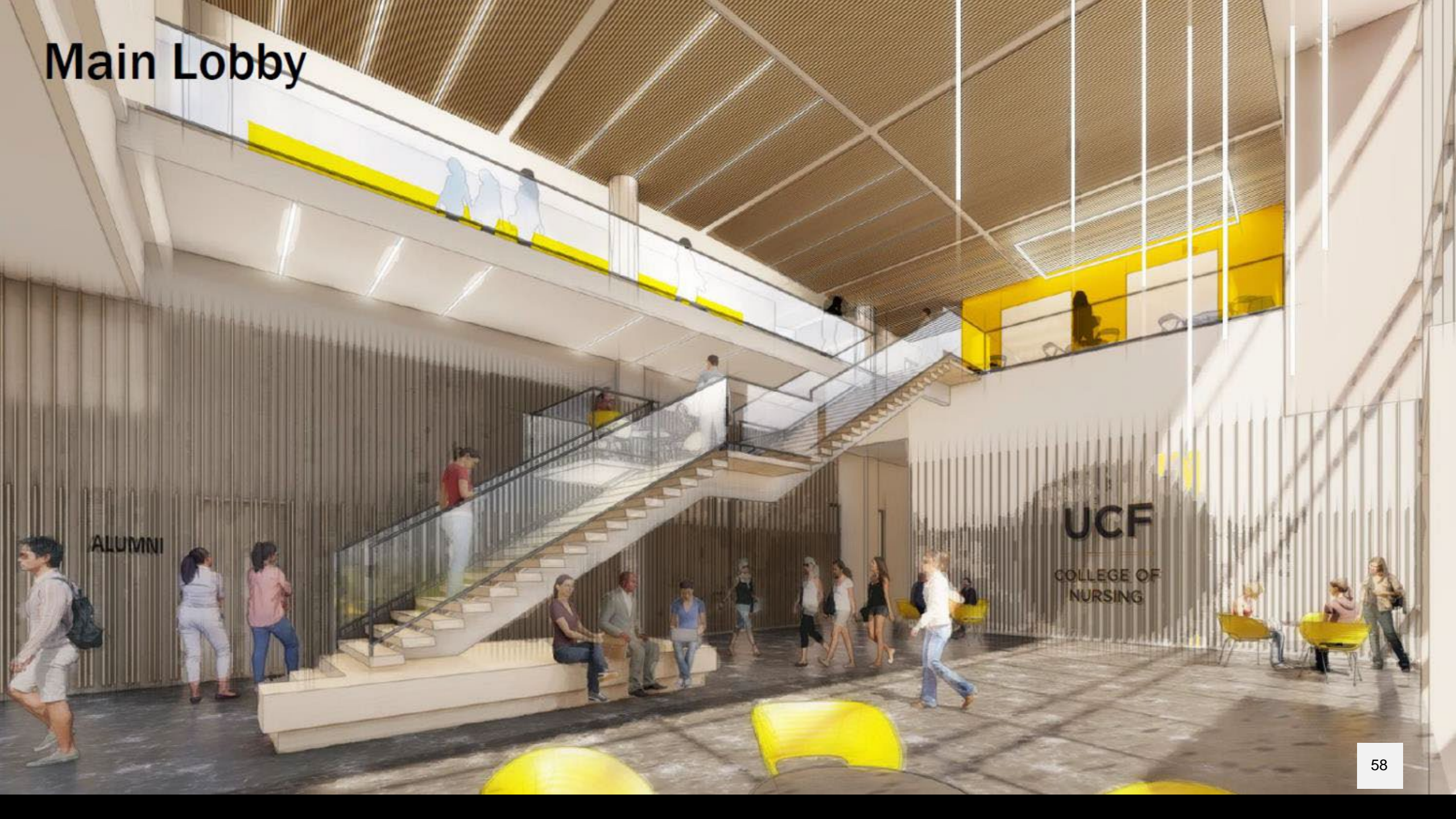
View from
Lake Nona Boulevard
Looking West



View from
Lake Nona Boulevard
Looking West



Main Lobby



ALUMNI

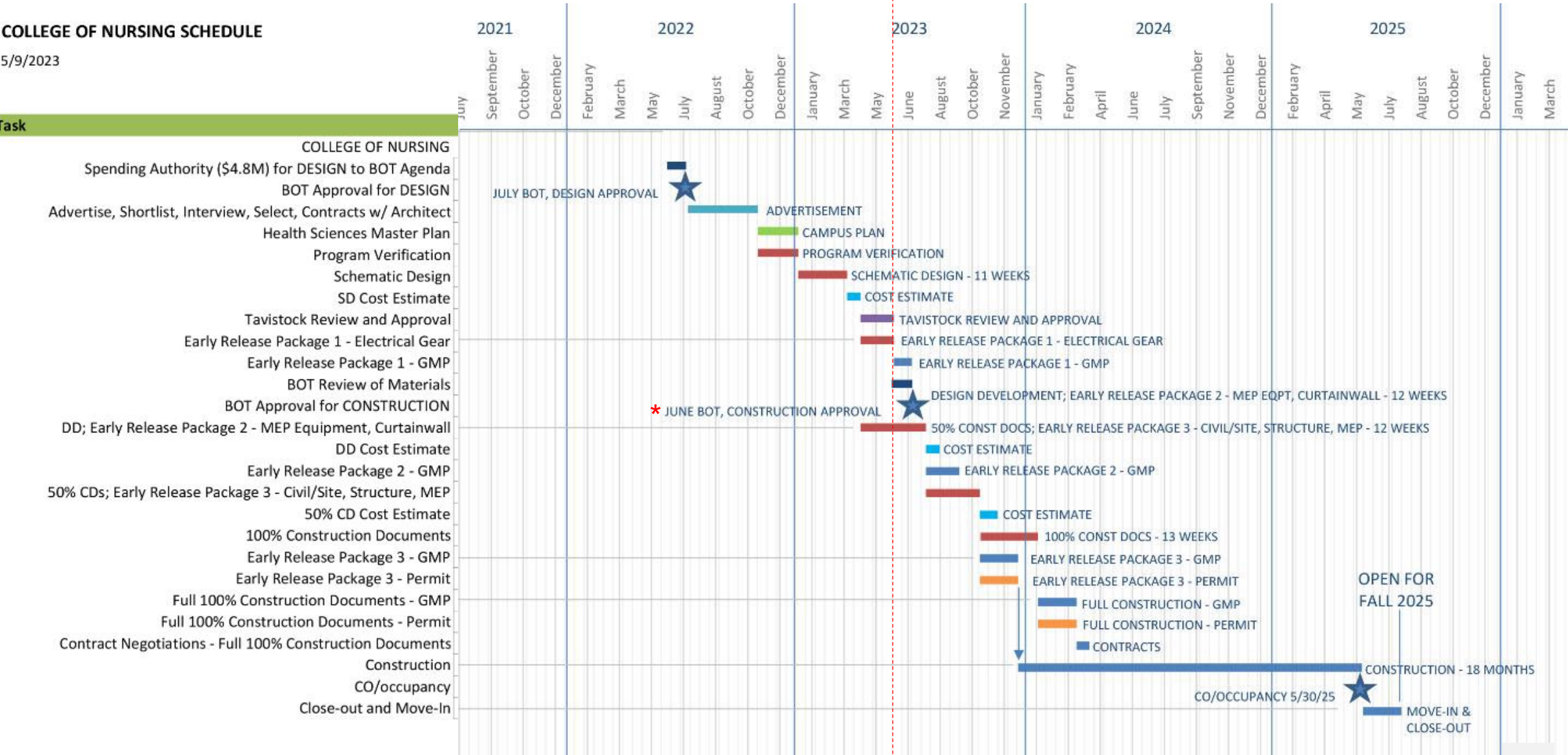
UCF

COLLEGE OF
NURSING

TODAY

COLLEGE OF NURSING SCHEDULE

5/9/2023



*JUNE 2023 BOT - FULL FUNDING APPROVAL

COLLEGE OF NURSING

PROJECT BUDGET - \$68,781,430

- \$29M federal funding
- \$14,781,430 PECO (anticipated with state budget approval)
- \$25M fundraising

Current construction estimates are in line with the original budget

- Three independent estimators assessing cost throughout the design
(CM estimate, A/E estimate, university-hired cost estimator)

LONG LEAD ITEMS

EARLY RELEASE PACKAGE 1

- Generator/Automatic Transfer Switch (60-70 wks)
- Electric Switchgear (custom; 70-100 wks)
- Transformers (35-45 wks)

EARLY RELEASE PACKAGE 2

- Air Handler Units (custom; 40-52 wks)
- Hydronic Pumps w/VFD's (36-40 wks)
- Lab Exhaust Fans (52-56 wks)
- Exterior Glazing (curtainwall; 46-50 wks)
- Architectural Precast (28-32 wks)



Chemistry Biology Ferrell Commons H

CHEMISTRY

BUDGET- \$40M

- E&G CF - \$5M
- Federal Funds - \$10M
- *Auxiliary (or E&G CF) - \$10M*
- *PECO (anticipated) - \$15M*

PROJECT SCOPE

- 49,073 gsf existing building plus 4,800 gsf new support area (exit stairs, restrooms, prep rooms)
- Multi-phase remodel/renovation
 - New mechanical and controls for the entire building
 - Adds 2 organic chemistry labs
 - Solves life-safety issues, modernizes labs



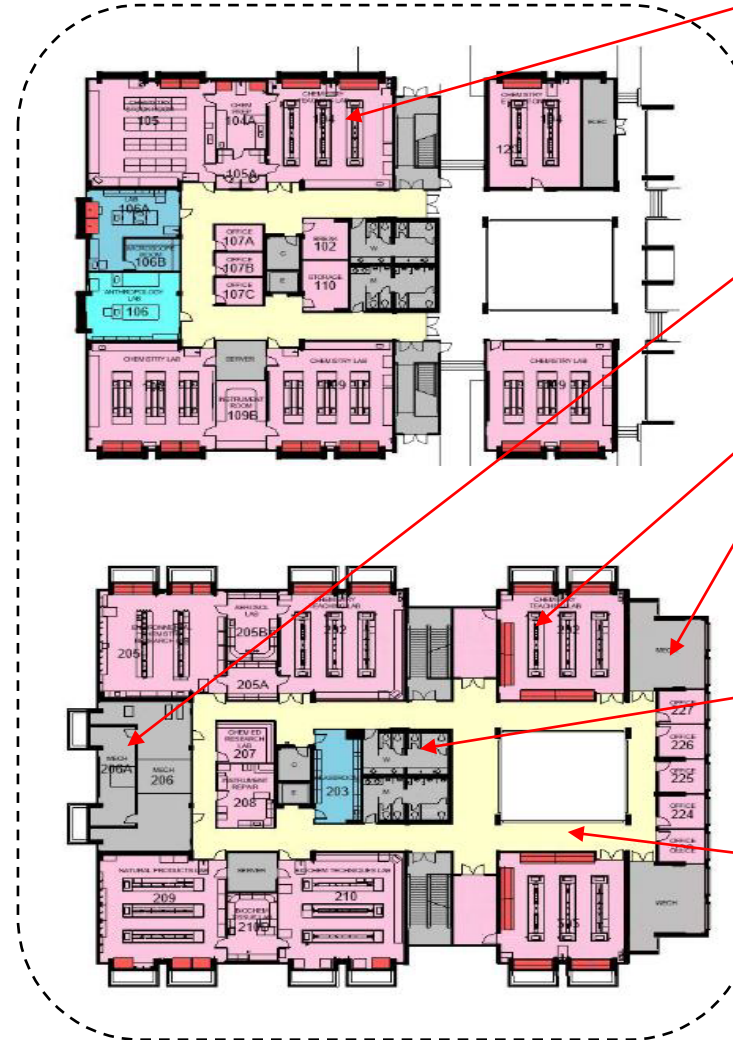
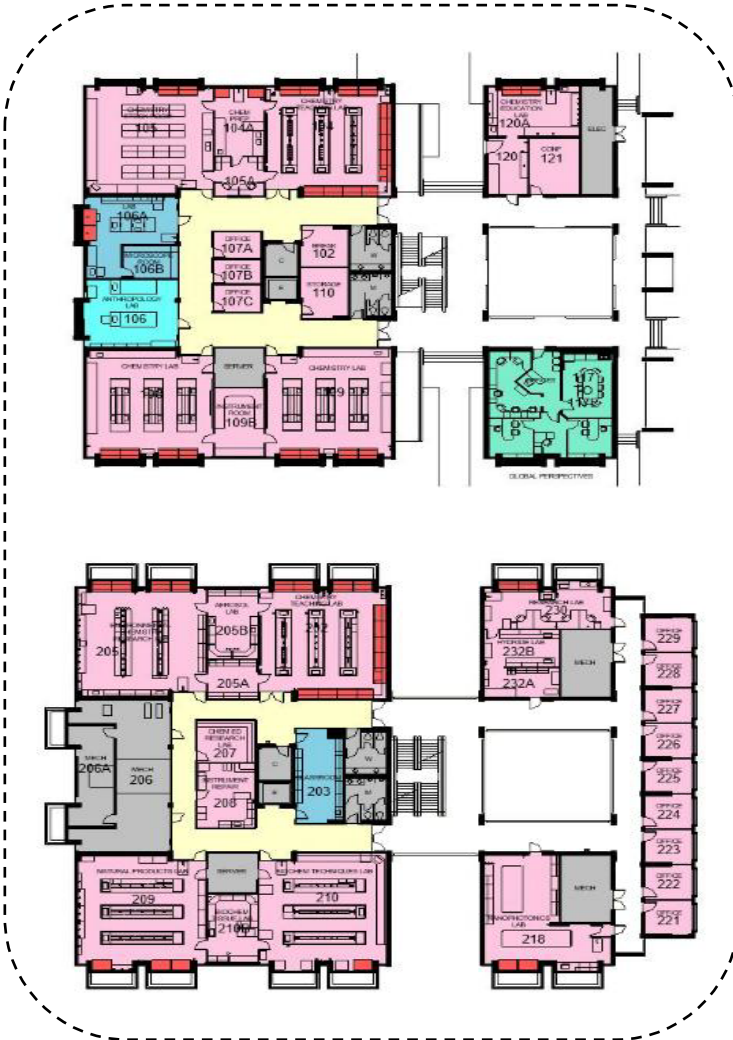
CHEMISTRY

EXISTING

PROPOSED

LEVEL 1

LEVEL 2 (3 SIM)



Existing organic chem labs (2 total) become regular labs

HVAC renovated in place, space remains a lab on level 3

New organic chem labs on levels 2&3 (4 total, 2 new), adjacent new MEP rooms to avoid roof equipment

Old egress stair removed, restrooms expanded

Courtyard enclosed on levels 2&3, egress stairs added

BIOLOGY

BUDGET- \$5M

- E&G CF - \$5M

PROJECT SCOPE

- Three new AHUs, new pumps
- 233 valves replaced for controls upgrade



Completed construction photos



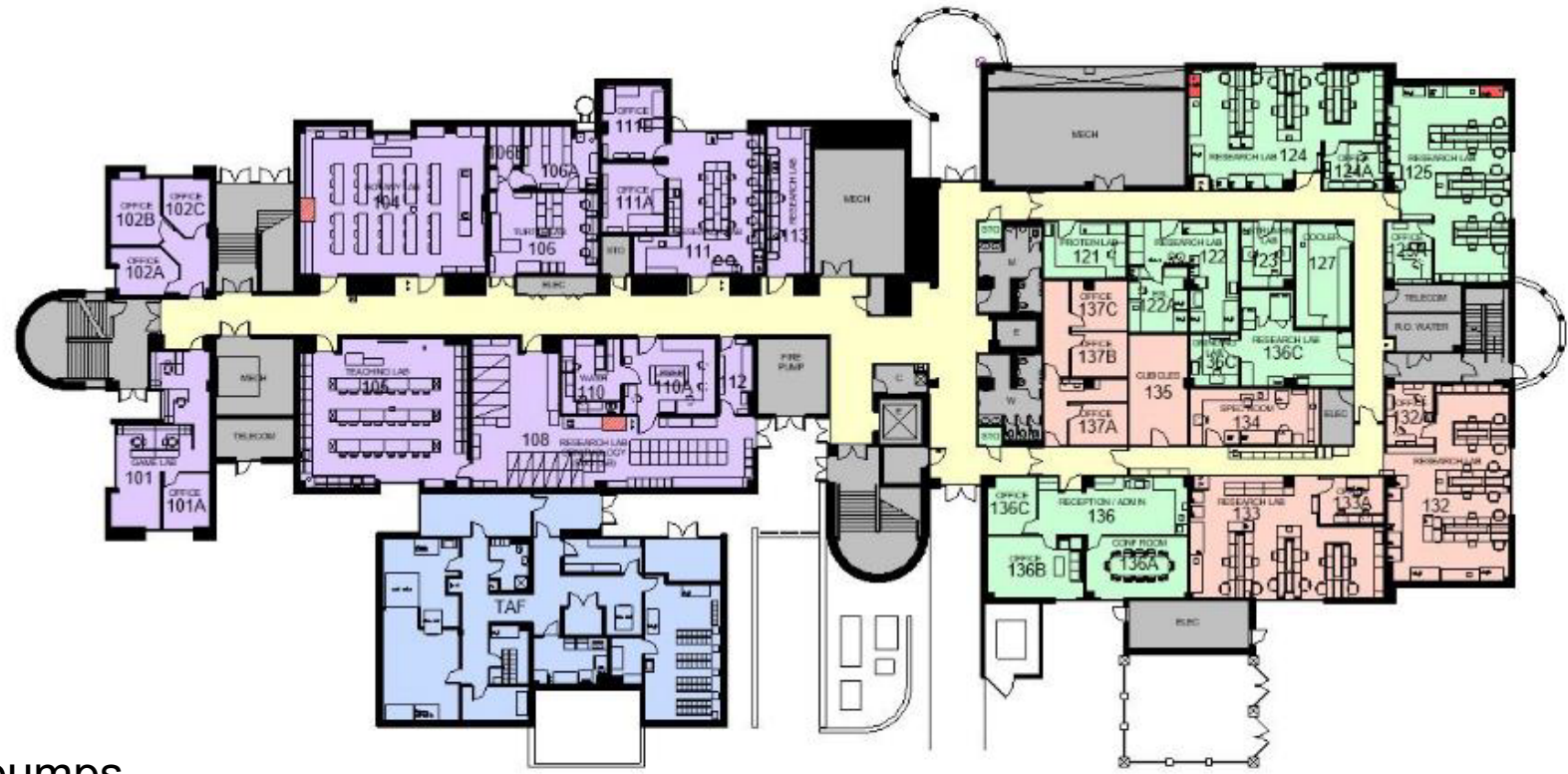
BIOLOGY

BUDGET- \$31.6M

- Federal Funds - \$21.6M
- *E&G CF - \$10M*

PROJECT SCOPE

- Replace AHU-5 +
- AHU-1, boilers, lab
- exhaust fans, basement pumps,
- fire pump/controller, elevator, fire alarm system, interior lighting and ceiling grid, electrical panels, additional miscellaneous upgrades
- Upgrade door hardware, Airquity system, renovate restrooms
- Add occupancy and humidity sensors, gas shut-off valves
- New finishes, fume hoods, counters/countertops, finishes



FERRELL COMMONS H

BUDGET- \$10M

- E&G CF - \$10M

PROJECT SCOPE

- Chemistry project no longer requires swing space
- Program under review in tandem with space utilization study



existing photos



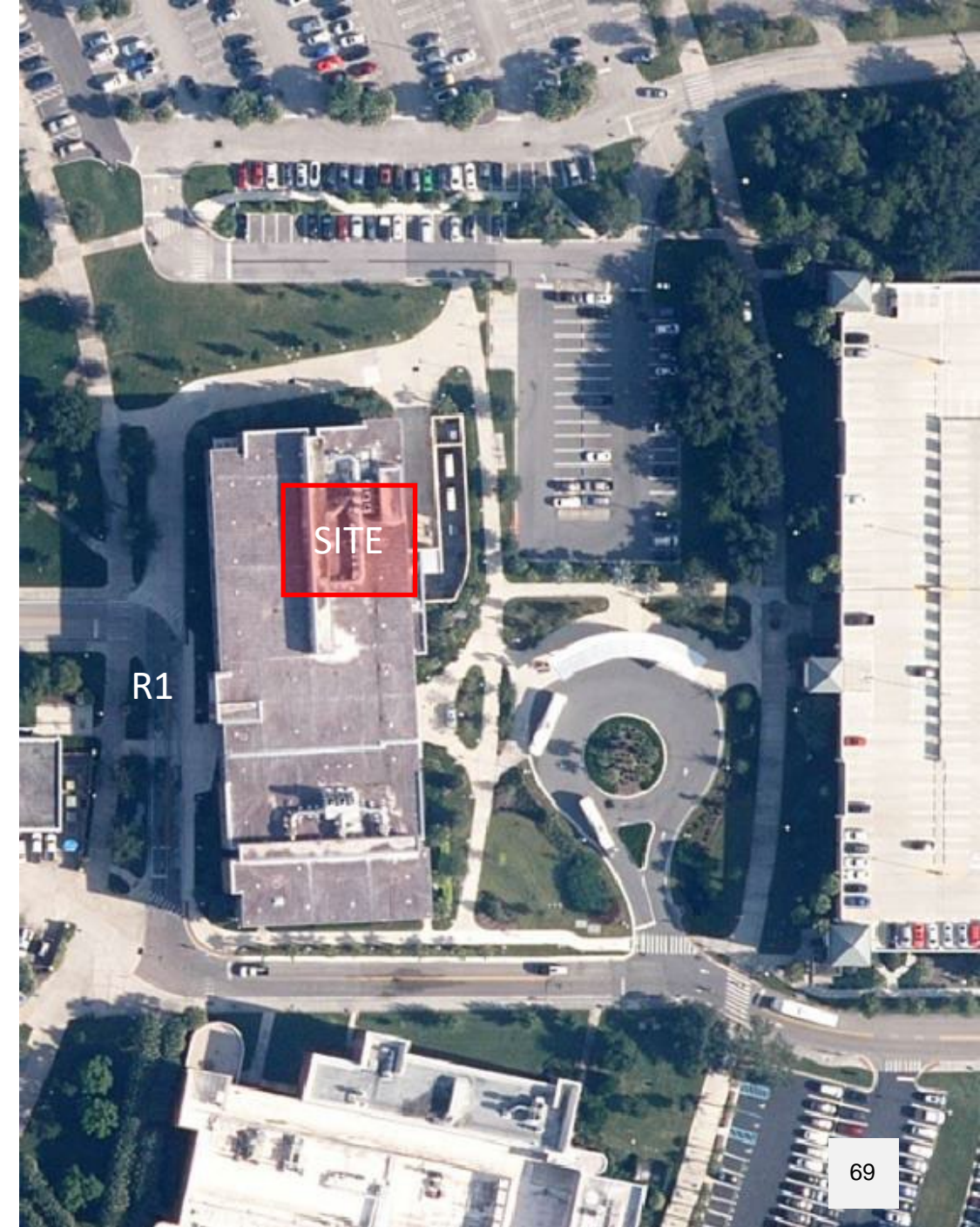
Linear Generator

LINEAR GENERATOR

BUDGET- \$4.6M

PROJECT SCOPE

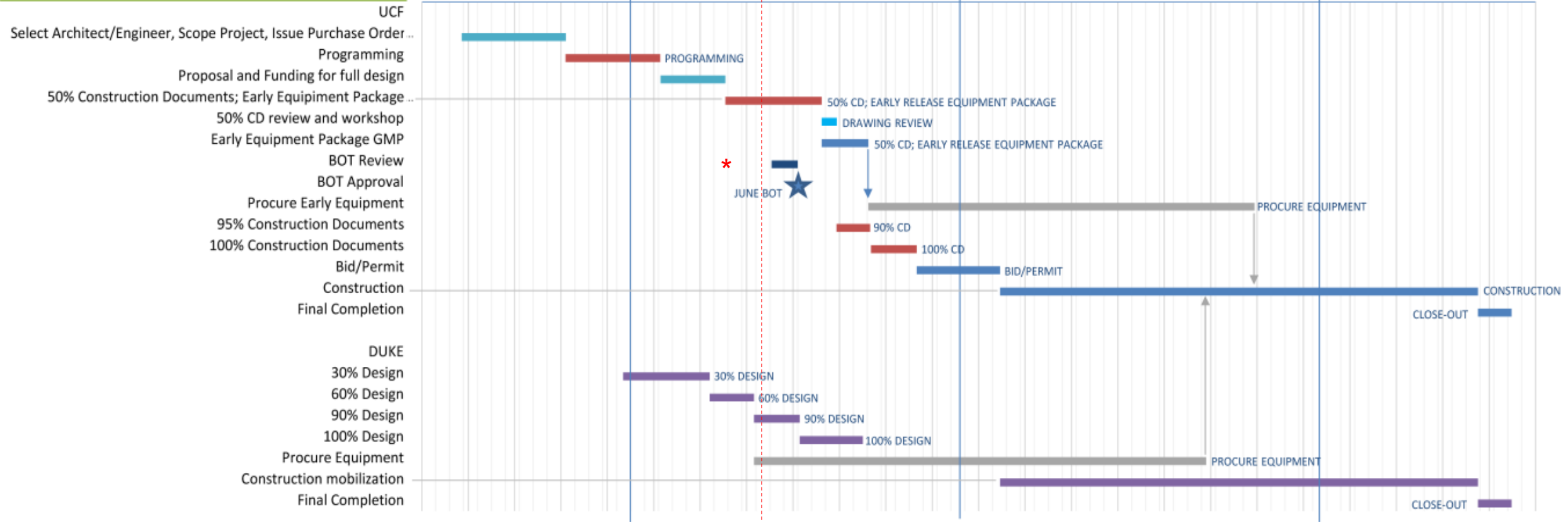
- Integrating with the Research I building, the project creates a resilient Zero-Emission Microgrid, Digital Twins, and Hydrogen-Based Energy System
- Outdoor equipment yard to the east of Research I, rooftop solar
- Partnership with Duke Energy



Linear Generator Schedule

5/12/2023

Task

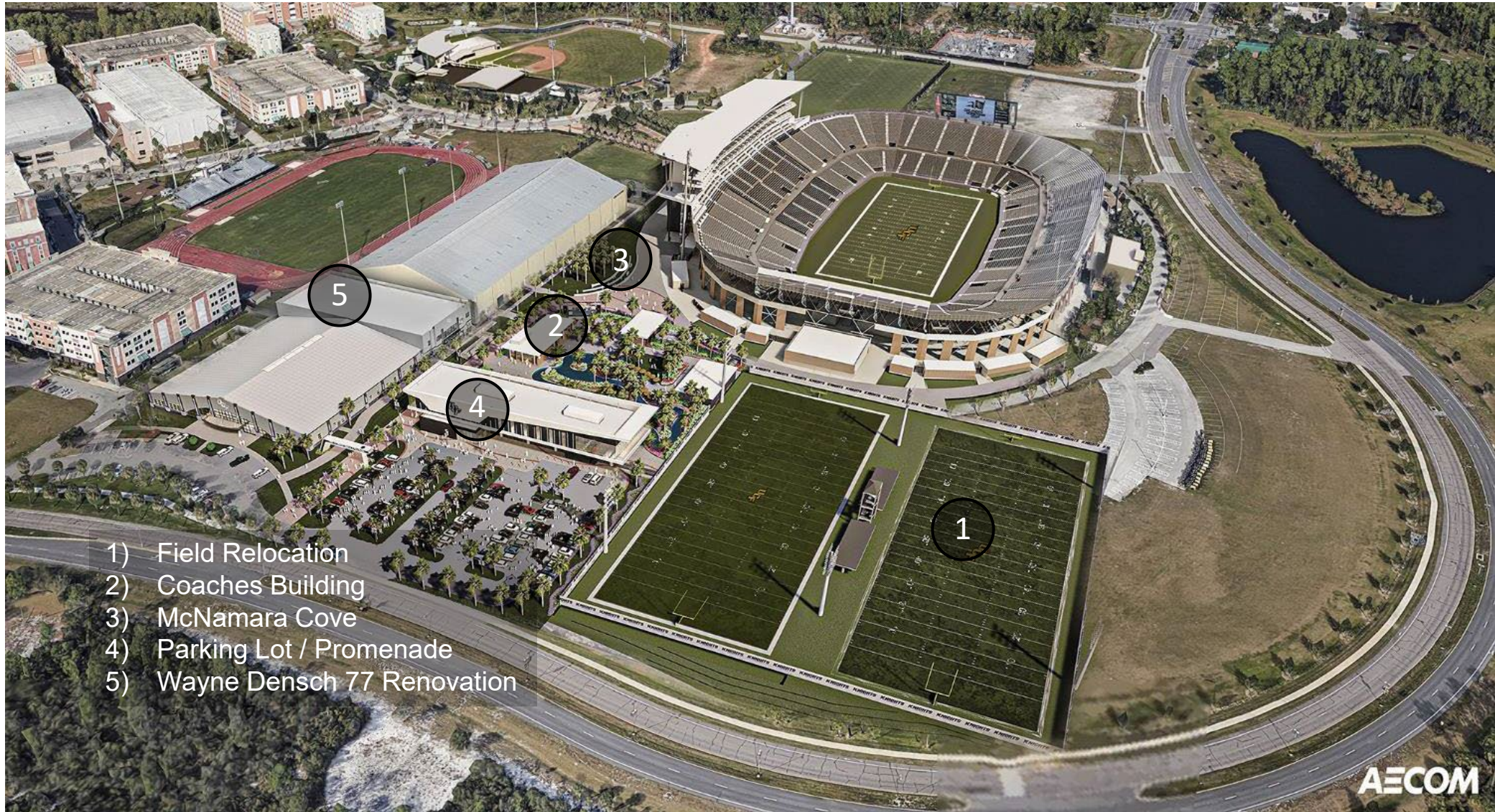


*JUNE 2023 BOT - FULL FUNDING APPROVAL



Football Campus

FOOTBALL CAMPUS



- 1) Field Relocation
- 2) Coaches Building
- 3) McNamara Cove
- 4) Parking Lot / Promenade
- 5) Wayne Densch 77 Renovation





FOOTBALL CAMPUS

BUDGET - \$56.4M

- Field Relocation - \$3.2M
- Coaches Building - \$16.6M
- McNamara Cove - \$12.8M
- Parking Lot / Promenade - \$4.6M
- Wayne Densch 77 Renovation - \$19.2M

SCHEDULE

- Advanced Schematic Design in progress
- Finance Plan under development by UCFAA
- Phased construction throughout CY 2024 to CY 2026



UCF at Daytona State College

Insurance and Risk Management Program

UCF AT DAYTONA STATE COLLEGE

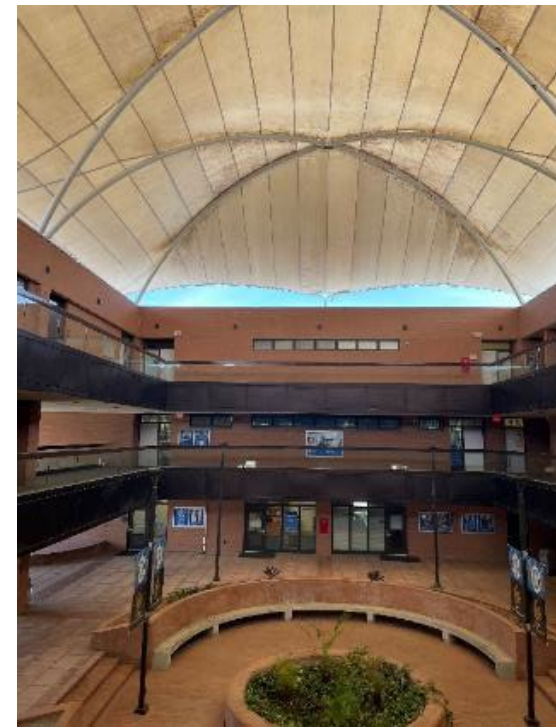


Building 140



Deferred maintenance needs:

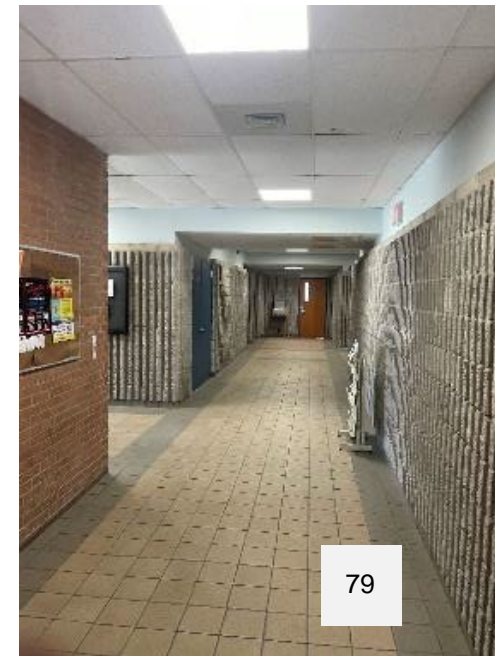
- Roof, canopy replacement
- Wood window replacement
- Exterior signage/branding
- Interior refresh



Building 150

Deferred maintenance needs:

- Brick, roofing, handrail repairs
- Wood window replacement
- Exterior signage/branding
- Interior refresh





Library Next Phase

LIBRARY

PROJECT SCOPE

- Level 3 renovation complete, opened to students March 2023
- Project did not get an additional allocation of CITF funds this year; however, it does have \$23.6M+ of CITF allocations for next phases
- Evaluating next phase of design - renovations to levels 2 and 4







Campus Development Agreement

UCF and Orange County

ALAFAYA PEDESTRIAN SAFETY

A partnership project with Orange County to improve pedestrian safety along UCF's western campus edge.

- Creates a 10' wide multi-modal pathway parallel with Alafaya Trail
- Adds a 4' tall guardrail to discourage pedestrian road crossings between lights
- Adds a pedestrian signal at Salon Drive



ALAFAYA PEDESTRIAN SAFETY

- Project will cut down many trees on the south side of UCF's property to install the multi-modal pathway
- Guardrail installation will be similar to the image below:





Additional Items

ADDITIONAL STUDIES

- Baseball Renovation (will advertise soon for design team)
- Rosen Campus Plan
- Health Sciences Campus Plan
- Advanced Planning
 - Research Park SCIF
 - Student Success Center
 - Housing (demand study, main campus programming)
 - Research II
 - Learning Laboratory (exploring alternate names)
- Campus Master Plan update (starts Fall 2023, for November 2024 BOT approval)

SENATE BILL 7026

“CARRY-FORWARD FLEXIBILITY BILL”

- The Consultant's Competitive Negotiation Act (CCNA) prohibits universities from bidding on professional services: Architects, Engineers, Landscape Architects, and registered Surveyors
- SB7026 removes the State University System from complying with the CCNA
- Board of Governors must develop a new procurement process by October 1
- UCF will provide input to the BOG staff related to this new system
- Will allow UCF to bid on professional services; this will especially affect smaller continuing service projects

SENATE BILL 7026

“CARRY-FORWARD FLEXIBILITY BILL”

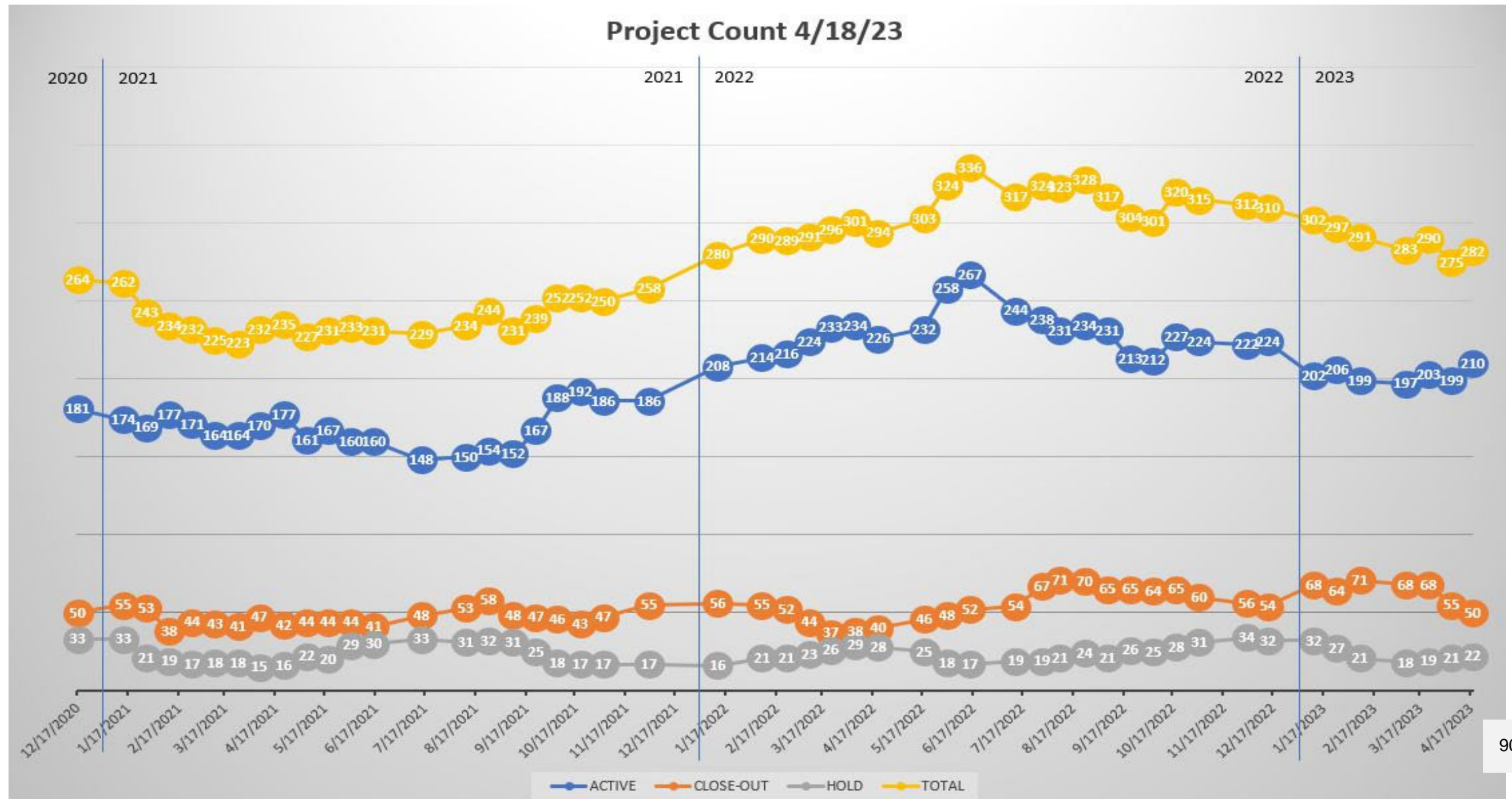
Removes spending level restrictions for the use of carryforward.

- Specifically, if signed by the Governor, there will be no more \$5M CF max limit for renovation or \$10M max limit for remodeling.
- CF can be used to supplement a PECO-supported new construction project but a CF-initiated new construction.

UCF Back of the Bill

- “A university board of trustees may expend available resources or carry-forward balances from previous years’ operational and programmatic appropriations for deferred maintenance needs at the FBC Mortgage facility in Orlando, Florida.”

PDC CURRENT WORKLOAD





Utility Infrastructure Updates and Developments

Utilities and Engineering Services

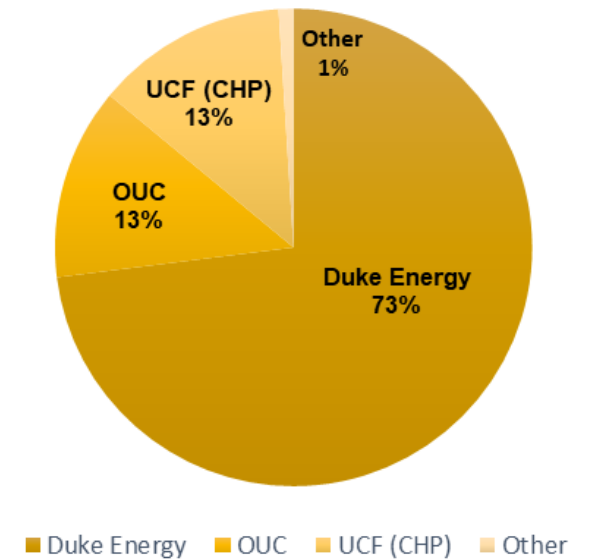
UTILITY INFRASTRUCTURE DEVELOPMENT

- Introduction
- Water System Development
- Chilled Water Distribution Improvements/Optimizations
- Floating Solar
- Research I Microgrid / Linear Generator Project
- Current Energy Data and Other Reduction Strategies
- Research Operational Support Update

UTILITY PRODUCTION BACKGROUND

- **Duke Energy Florida (DEF)** provides 73% of the electricity to UCF, covering Main Campus and Research Park
- DEFs power generation source mix is 78% natural gas, followed by purchased power, coal, solar and oil for the remaining 22%
- **Orlando Utilities Commission (OUC)** provides 13% of the electricity to UCF, covering Rosen, DTC, and Lake Nona. OUC also provides chilled water to Lake Nona
- OUCs power generation source mix is 53% natural gas, followed by purchased power, coal, solar and oil for the remaining 47%
- **UCF Combined Heat & Power (CHP)** provides 13% of the electricity to the main UCF campus. (up to 20% depending on runtime hours) and uses a source mix of 100% natural gas, today
- UCF Chilled Water Production is primarily driven by electricity

UCF Electric Consumption Profile



DUKE ENERGY FLORIDA RATE UPDATE

Duke Energy Florida rate update regarding rising natural gas prices.

We want to make you aware of a recent Duke Energy Florida filing that will impact your rates. This week, the company proposed adjustments to its fuel and capacity rates and recovery of storm restoration costs with the Florida Public Service Commission (FPSC).



Energy Price Update



During 2021 and 2022, a number of unique events drove up natural gas prices and caused supply chain uncertainty, which affected not only utility companies but a variety of other industries that rely on natural gas as well.

Beginning January 2023, a typical commercial customer saw bill increases ranging from 12% to 17% and a typical industrial customer saw bill increases of 15% to 23%.

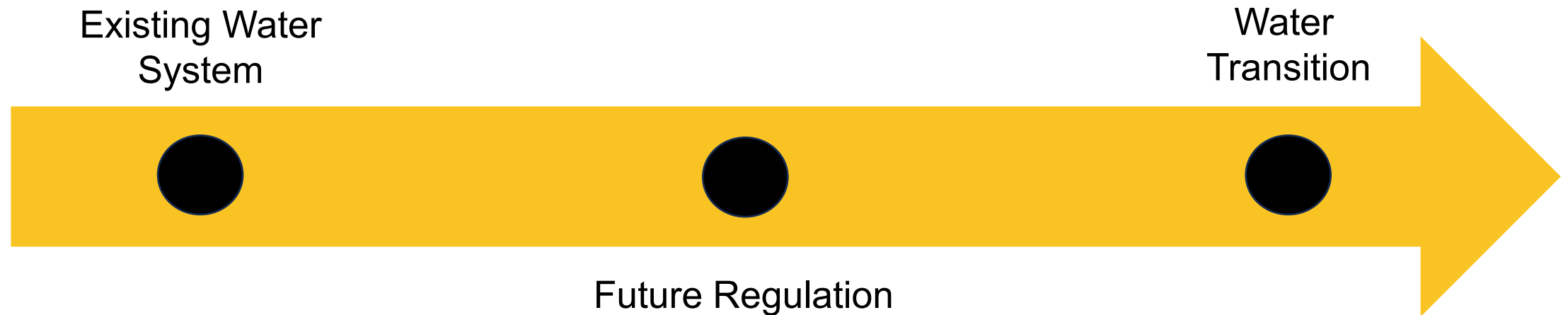
On January 23, 2023, Duke Energy Florida requested the recovery of approximately \$795 million in net fuel costs and approximately \$442.1 million for storm restoration work, mostly associated with Hurricanes Ian and Nicole.

The \$795 million net fuel recovery includes the company's actual 2022 under-recovery of approximately \$1.18 billion, less an approximate \$385 million decrease in 2023 costs, which went into effect in January 2023, primarily due to lower natural gas prices. The 2022 under-recovery is a result of actual costs in 2022 being higher than costs customers were paying in 2022. If approved by the FPSC, a typical commercial customer will see bill impacts ranging from 20% to 23%%, and a typical industrial customer will see bill impacts ranging from 22% to 37% beginning in April 2023.



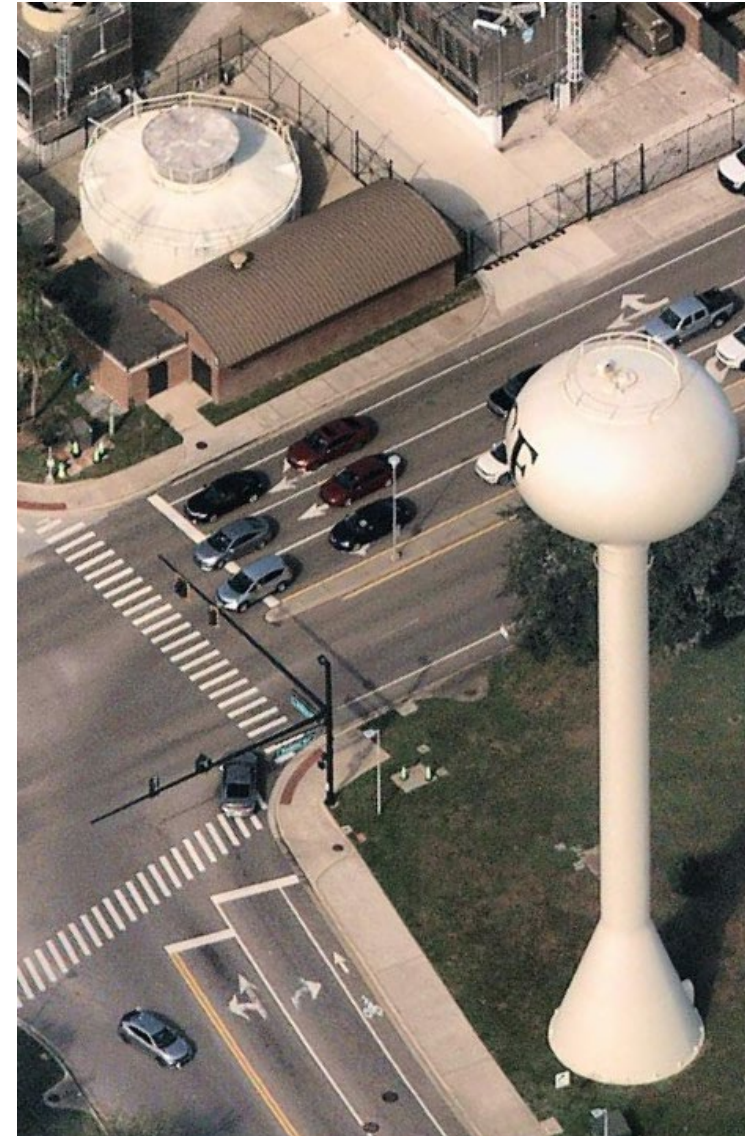
Water System Development

WATER SYSTEM DEVELOPMENT



EXISTING WATER SYSTEM

- Potable water for drinking water and fire protection are provided through:
 - 1 Original 1960's water treatment plant (WTP) – 0.75 million gal / day avg
 - 1 ground storage tank (GST) – 100,000 gallons
 - 1 elevated potable water storage tank – 200,000 gallons
 - Distribution mains – 20 miles (great condition)
 - Service lines, meters, fire hydrants, and more.



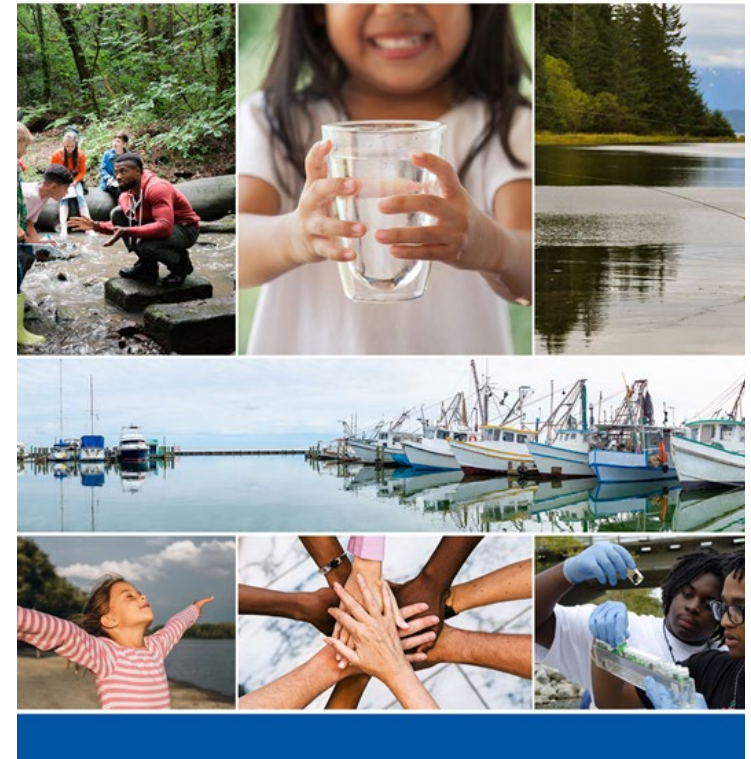
FUTURE REGULATION

“On March 14, 2023, EPA announced the proposed National Primary Drinking Water Regulation (NPDWR) for six [Per- and Polyfluoroalkyl Substances] (PFAS)...”

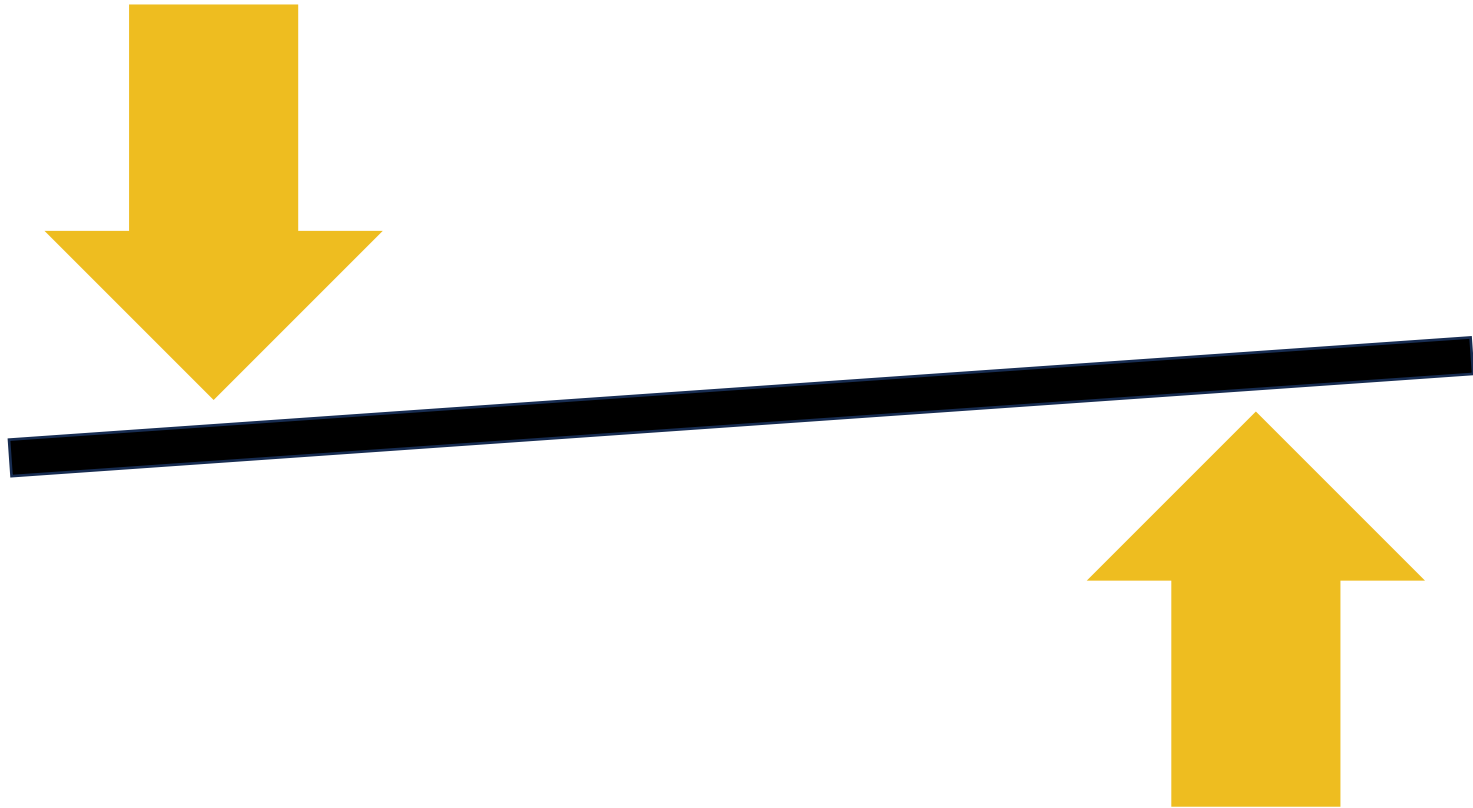
- Maintaining compliance beginning 2026 would require new installation of:
 - Granulated Activated Carbon
 - Larger Aerator
 - Larger Holding Tank
 - Deeper Potable Wells
 - Ozone Treatment
- Existing plant does not have the required space
- Requires new plant location or source of water



PFAS Strategic Roadmap: EPA's Commitments to Action 2021–2024



HOW DO WE TRANSITION?



WATER SYSTEM BUSINESS CASE

In August of 2022, Utilities and Engineering Services implemented a business case review with Wright-Pierce.

- Wright-Pierce is an expert in the field of water system design.
- Provides comprehensive planning, design, construction administration, operational assistance, and asset management services to solve drinking water challenges.
- Data-driven exercise with no predetermined outcome.



CONSTRUCTION OF NEW WATER TREATMENT PLANT

Advantages

- Autonomy over Consumptive Use Permit (CUP) and finished water quality
- More control over water rate fluctuations
- Opportunity for university's undergraduate and graduate engineering students to continue gaining knowledge from the on-campus water treatment facility

Disadvantages

- Higher 30-year net cost
- Difficulty hiring operators, may need to contract operations
- Continued responsibility for compliance and sampling
- Future EPA proposals add further compliance and regulation oversight



PURCHASING WATER FROM MUNICIPAL UTILITY PROVIDER

Advantages

- Lower 30-year net cost
- Eliminate responsibility for operating a water treatment plan and required periodic sampling and reporting
- Eliminate responsibility for compliance issues and keeping up with new compliance regulations such as PFAS
- No annual capital investment

Disadvantages

- UCF will likely have to transfer their existing CUP to the utility providing water (could limit campus development)
- If UCF desires in the future to go back to producing their own water, it will be more difficult (presumably impossible) to obtain a new CUP
- The utility may require UCF to pay for new infrastructure or upgrading existing infrastructure to convey water to the university
- New water connections will have to be vetted with municipality

WATER SYSTEM FINANCIAL COMPARISON

Over 20 Years Wright/Pierce	Purchased from Municipality	New Water Treatment Plant	Purchased vs New Water Plant
Total Cost	\$26,983,854	\$50,028,648	(\$23,044,794)
Average \$/kGal	\$5.93	\$11.39	(\$5.46)

Over 30 Years	Purchased from Municipality	New Water Treatment Plant	Purchased vs New Water Plant
Total Cost	\$53,971,983	\$74,134,411	(\$20,162,428)
Average \$/kGal	\$8.19	\$11.25	(\$3.06)

- Assuming current average and daily peak consumption with no increase over time
- Interconnection to OCU exists, no significant capital is expected
- Purchased based on Orange County Utilities (OCU) rates
- 26% of potable water usage today is from DEP I/ CHP cooling towers if purchased from the municipality



Chilled Water Distribution/ Optimization

CHILLER PLANT OPTIMIZATION

- Chilled water is through 11 Centrifugal chillers totaling 21,250 tons, with expansion capabilities to 25,000 tons
- Chilled water production is the largest consumer of electricity and water on campus
- Prime candidate for advanced optimization
- Goal is to save over 10% production cost per year, est. > \$400,000
- ROI less than 3 years



Thermal Energy Storage (TES) Update

- TES provides off-peak chilled water generational storage for on-peak demands
- TES was cleaned and restored after 12 years of operations in 2023
- TES holds approximately 3M gallons of CW
- Reprogramming to match the latest changes to Duke Energy Florida's new electrical rates
- Enhanced programming, to be completed by the end of the year, is estimated to save \$190,000 / year





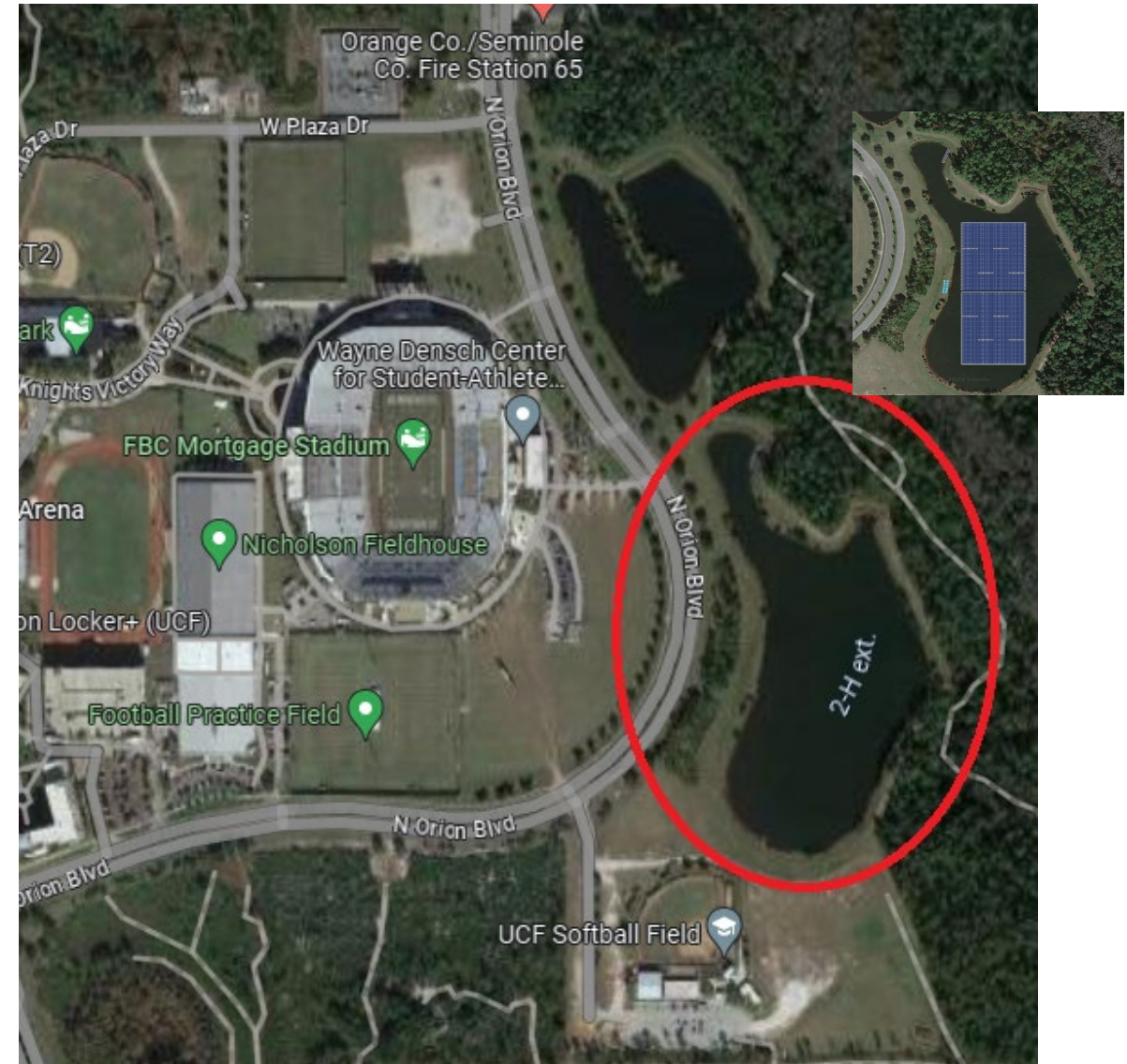
Floating Solar

INFLATION REDUCTION ACT

- Provides UCF with a new direct pay option to Investment Tax Credit/Clean Energy Tax Credits
- Allows state (UCF), local, and Tribal governments, as well as non-profit organizations and other tax-exempt entities, to receive certain tax credits as payments
- Functionally provides for a 40% tax credit for solar technologies
 - Base Tax Credit of 30% with Wage and Apprenticeship requirements met
 - Additional 10% credit for Domestic Content Minimums
- Time dependent, need to work quickly to procure the IRA funds

FLOATING SOLAR

- Proposal to install a 1.9MW DC floating solar array on Main Campus retention pond 2-H ext.
- Interconnect with the campus electric grid to offset electric cost to the university
- Take advantage of Inflation Reduction Act and Investment Tax Credit
- 8 year payback, yields \$5.3M over 25 years
- \$3.9M initial cash investment
- \$1.5M Inflation Reduction Act credit
- \$2.4M Net Cost
- Reduces 873 tons of CO2 emissions / year





Research I Microgrid / Linear Generator

MICROGRID / LINEAR GENERATOR PROJECT

- Awarded and funded by the Academic Excellence Fund under the 2021-22 President's Strategic Investment Program
- Capable of providing uninterruptible power to Research 1 Building (R1) (rated at 1MW maximum power) so it becomes fully protected against power failure, hurricanes, and other extreme conditions.
- Companion to the physical R1 microgrid are two digital twins, one for R1 building and the other for R1 microgrid.

Collaboration between:

- UCF – Developing Research 1 into an islanding microgrid with rooftop solar, battery storage, and test equipment for research
- Duke Energy Florida – Installing linear generators on campus to provide resilient hydrogen / natural gas fueled electric generation on-campus integral to the Research 1 microgrid
- Siemens – Providing Microgrid controls for islanding and test equipment, and development of Research 1 digital twins



Current Energy Data and Reduction Strategies

SUMMARY OF REDUCTION AND OPTIMIZATION STRATEGIES

Hedging – Locking in the price of natural gas for a fixed term

Thermal Energy Storage – Producing and storing chilled water when electric costs are lower (off-peak), and production is more efficient

Established Energy Conservation Loan Fund – \$2M set aside for ECM's submitted through the energy audit program.

Research – Microgrid / Partnerships

Solar – Floating Solar/ Parking Garages

Chiller Optimization – Chiller Plants

Renovations – High Performance Equipment / Buildings

Energy Audits – Building audits to identify ECM's (energy conservation measures)

Microgrid / Alternative Fuels – Existing CHP Return

Energy Services / Commissioning / Automation – Monitoring and improving building performance

Hydraulic System Modeling – Find inefficiencies of water and chilled water distributions systems.

SUMMARY OF REDUCTION AND OPTIMIZATION STRATEGIES

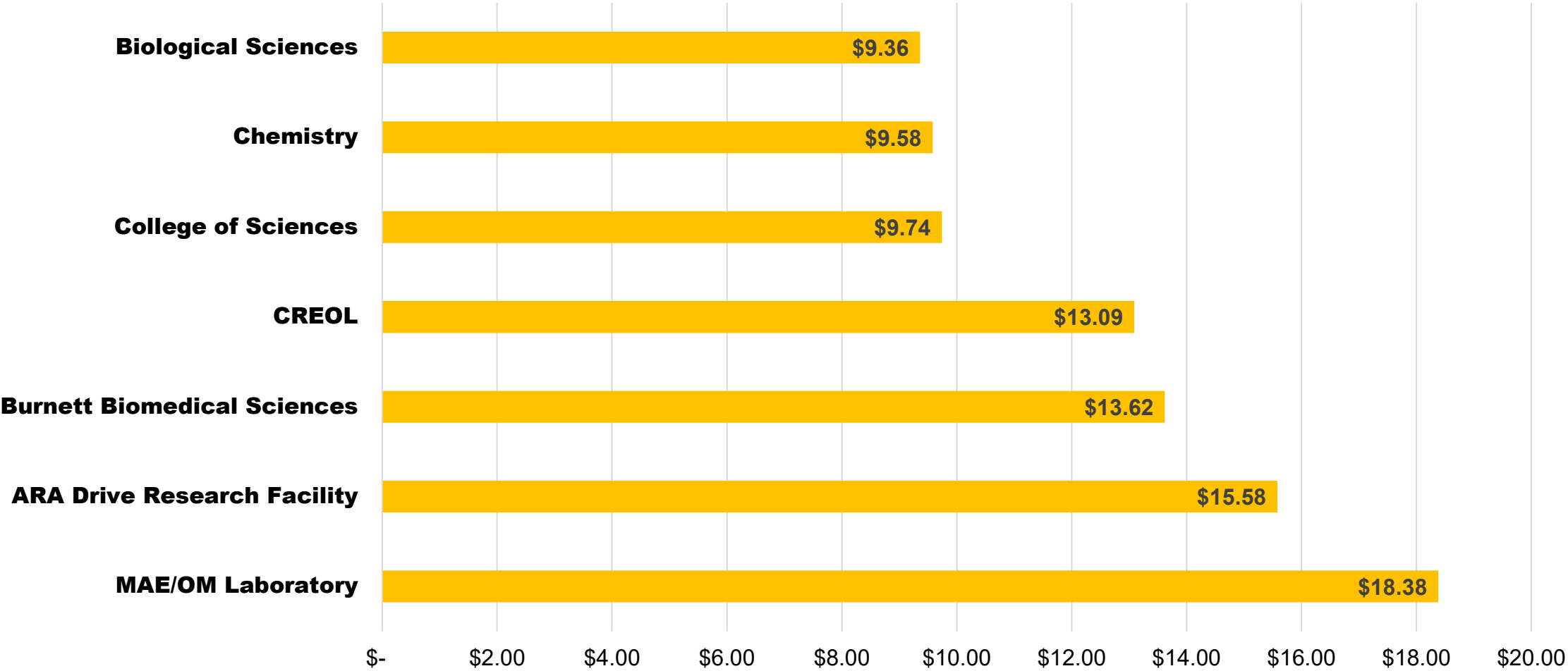
- **Combined Heat and Electrical Power Generation Plant (CHP)** – Supplies 5.5MW of electrical peak load shedding
- **CHP** - Provides 1/3 of the campus electricity and 600 tons of chilled water through an Absorption Chiller
- **CHP**– Saves the university an estimated \$2.1 million annually, and results in a 96% reduction in NO_x, 60% reduction of VOCs, and 50% reduction of CO₂ (roughly 3,000 tons/year).



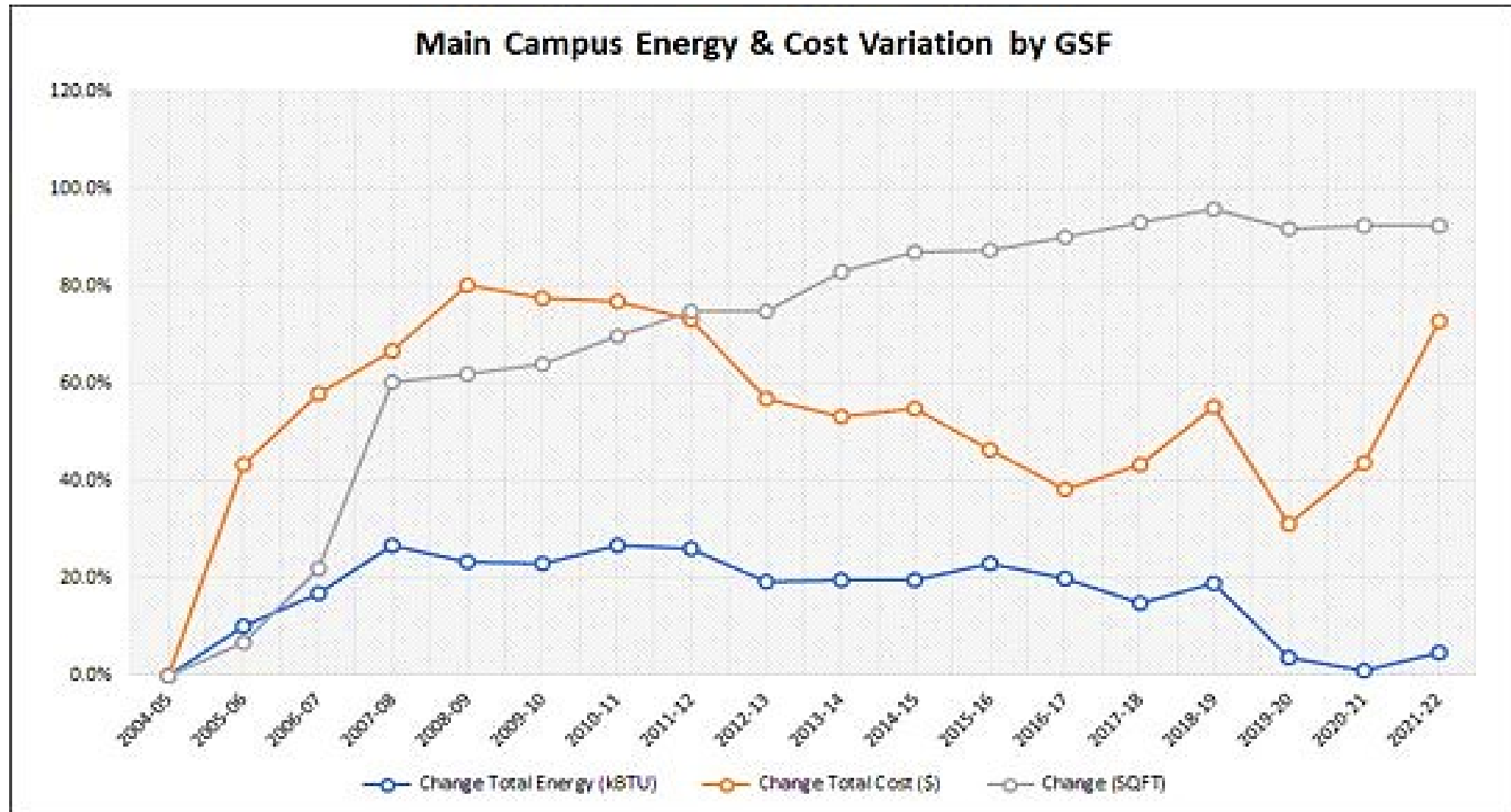
MAIN CAMPUS COST PER GSF



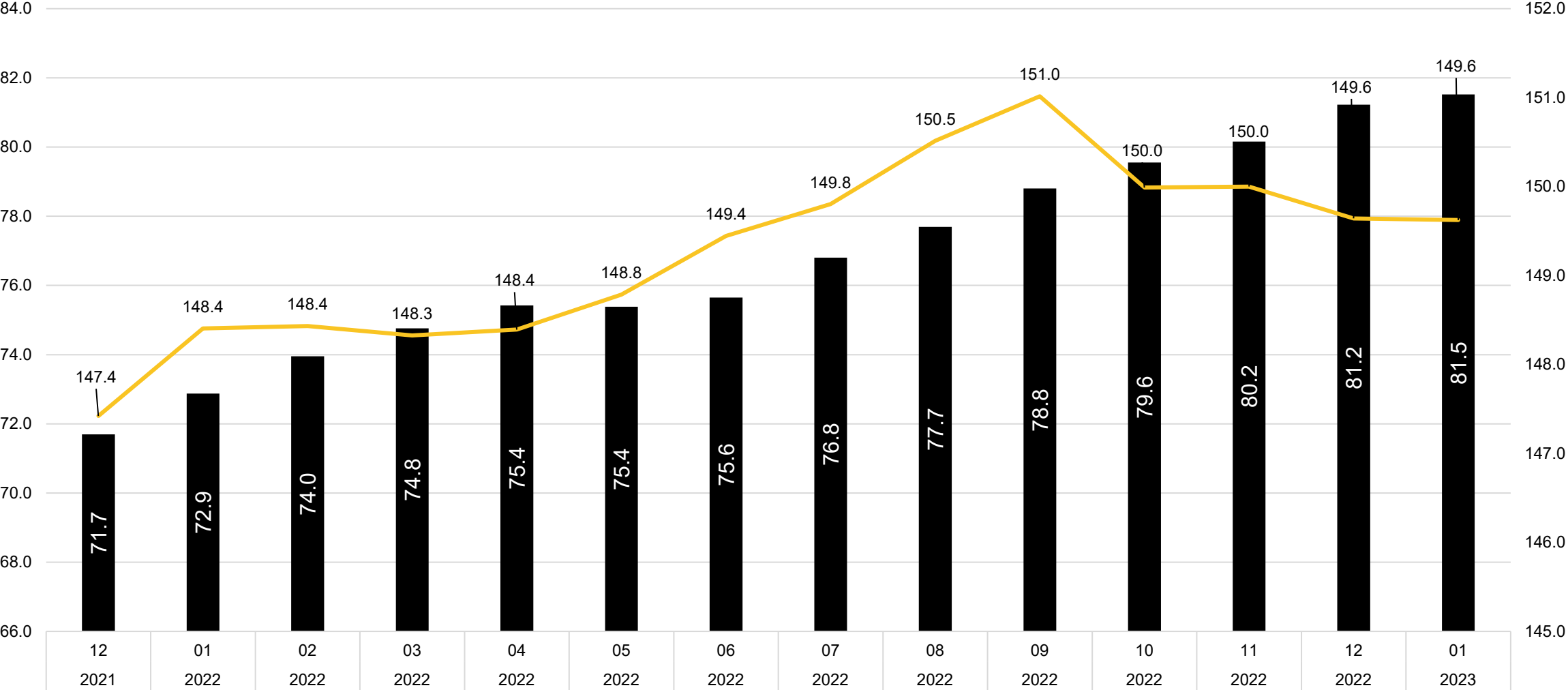
BUILDING LEVEL COST PER GSF



HISTORIC COST INCREASES

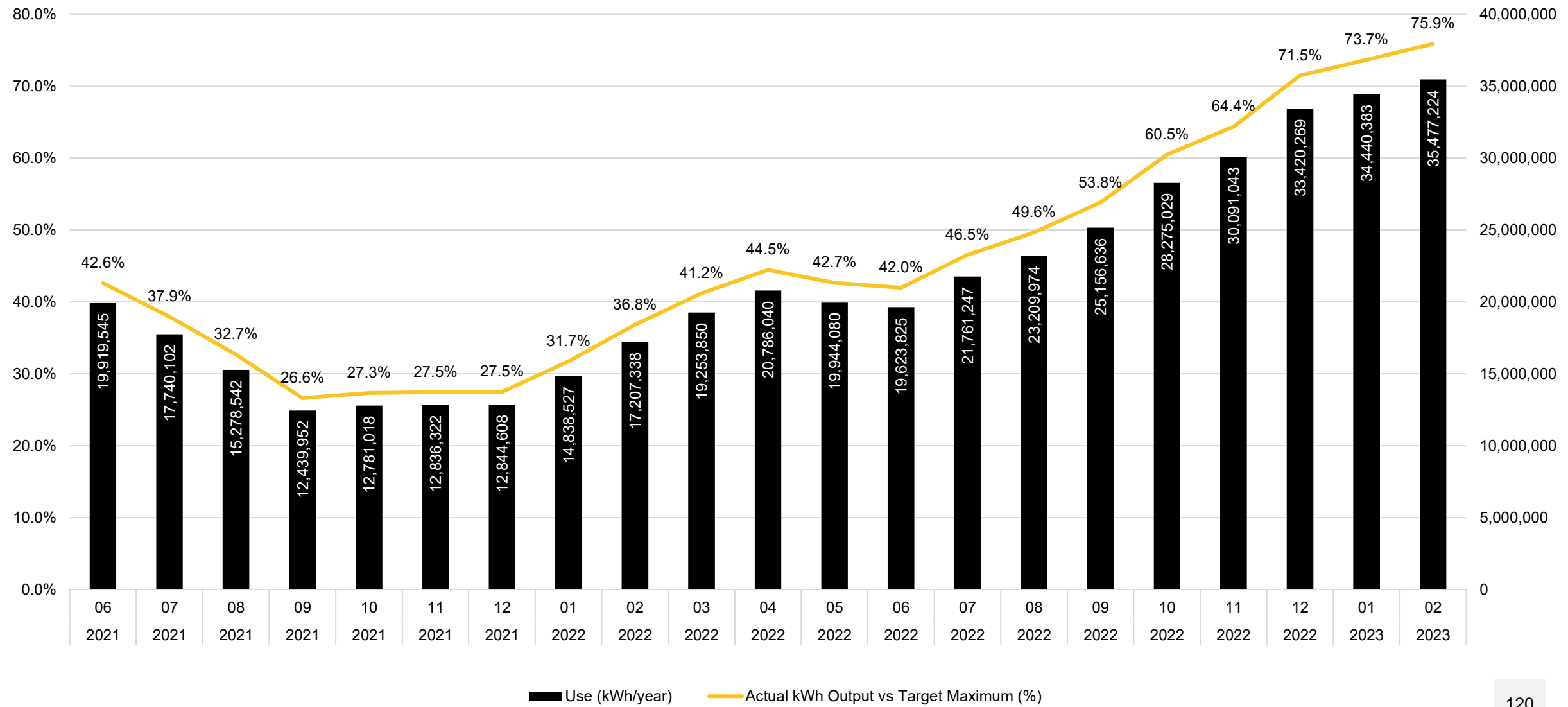


UCF Energy Use Intensity (EUI)
Rolling 12-month (kBTU/GSF)

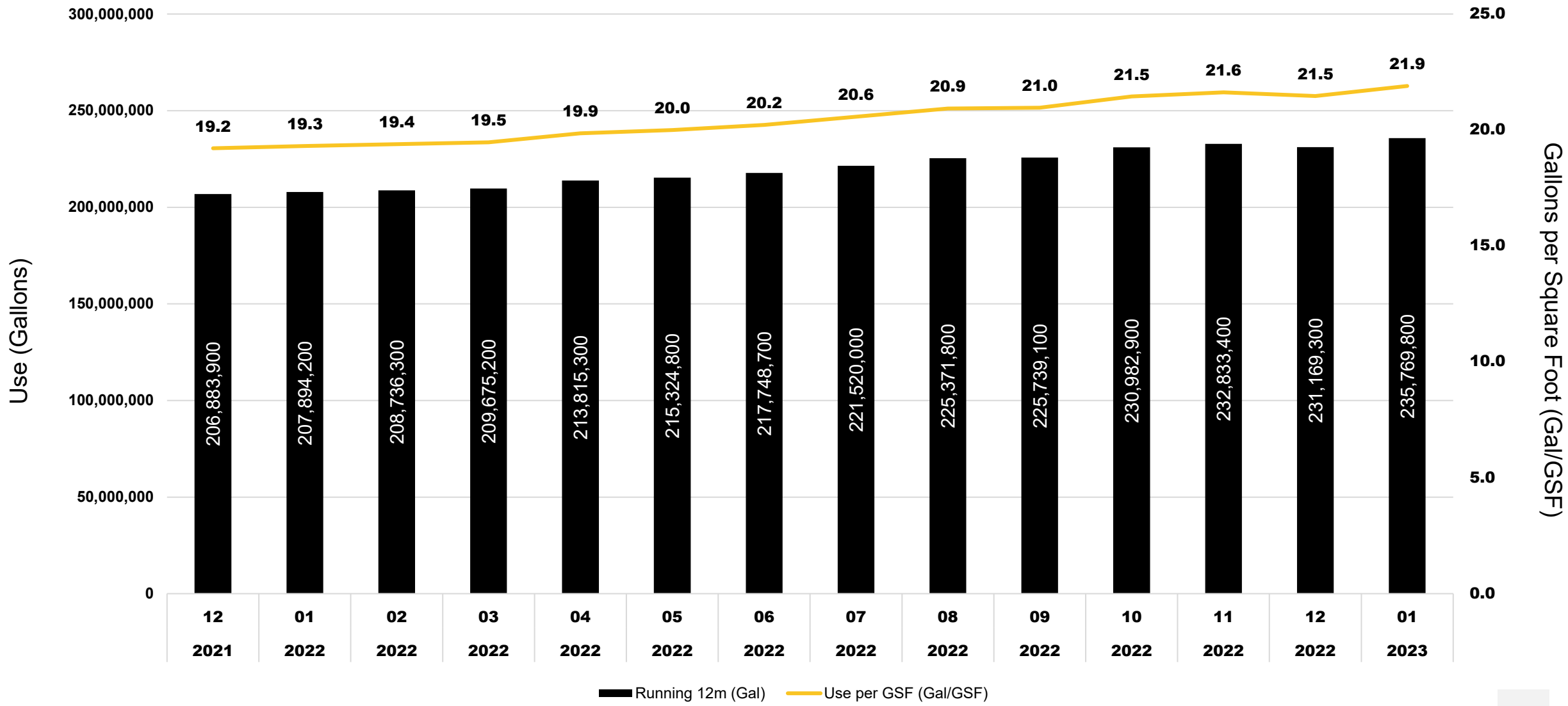


■ Site EUI (kBTU/GSF) — Source EUI (kBTU/GSF)

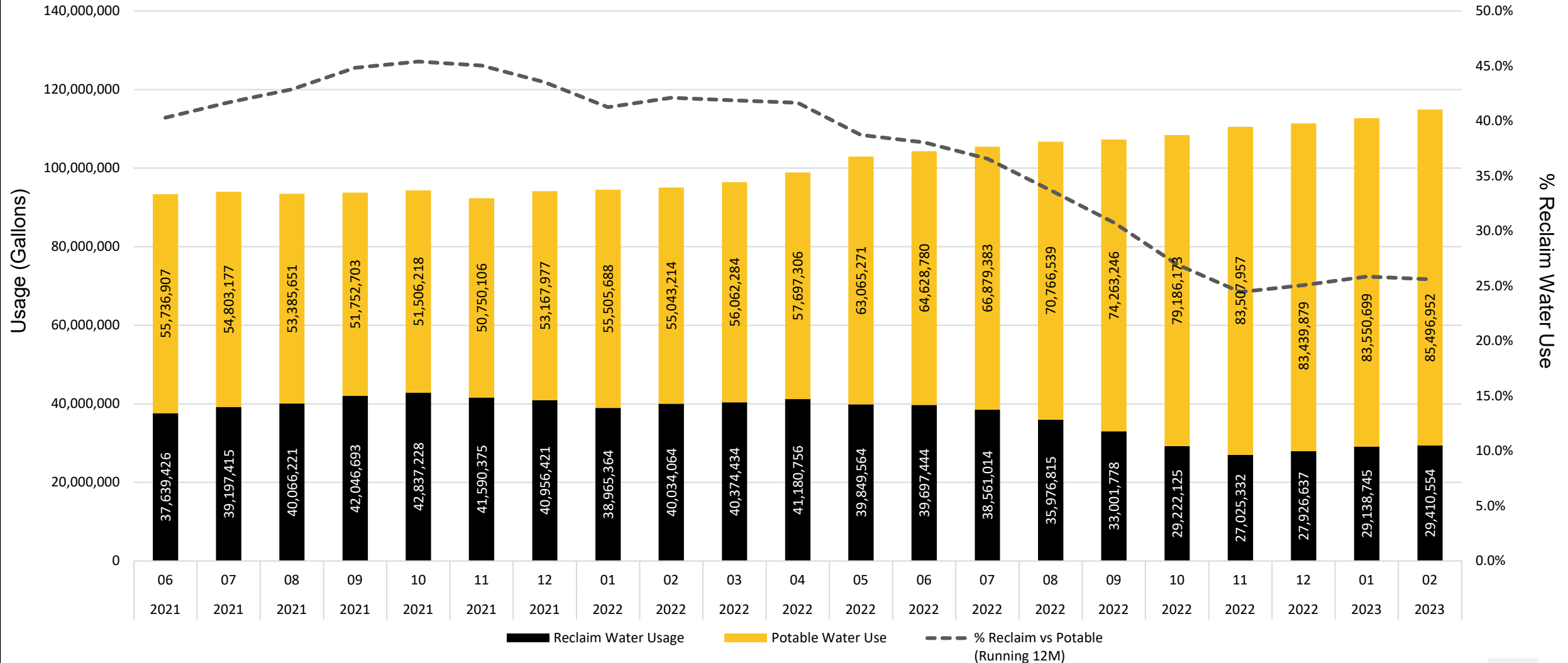
Combined Heat & Power Plant Output Efficiency
(Rolling 12-month Data)



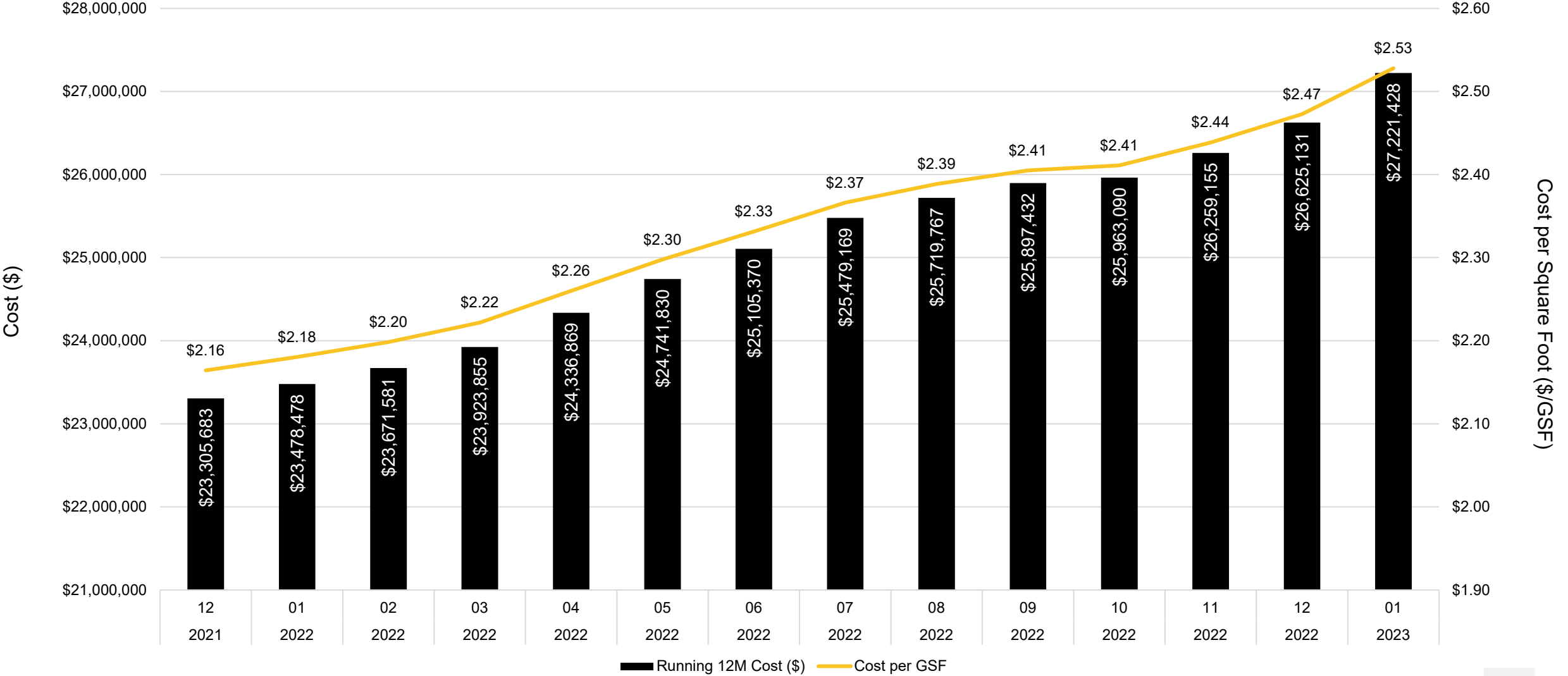
Main Campus Water Consumption
Rolling 12-month (Gal/GSF)



Main Campus Reclaim vs Potable Savings Rolling 12-month - % Comparison



Main Campus Utility Cost
Rolling 12-month (\$/GSF)



UES Key Performance Indicators

		Target Range			Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23
	Measure	Low	Mid	High								
U1.1	Utility Cost per GSF - All Campuses Combined (Rolling 12-month data)	<= \$2.25	> \$2.25 < \$2.75	>= \$2.75	\$2.48	\$2.50	\$2.53	\$2.54	\$2.57	\$2.61	\$2.63	
U1.2	Utility Cost per GSF - Main Campus (Rolling 12-month data)	<= \$2.25	> \$2.25 < \$2.75	>= \$2.75	\$2.37	\$2.39	\$2.41	\$2.41	\$2.44	\$2.47	\$2.18	
U1.3	Energy Use Intensity - All Campuses Combined (Rolling 12-month data)	<=150	> 150 < 200	>=200	149.4	149.8	150.5	151.0	150.0	150.0	149.6	149.6
U1.4	Energy Use Intensity - Main Campus (Rolling 12-month data, kBTU/GSF)	<=150	> 150 < 200	>=200	135.3	136.1	136.3	135.3	134.7	134.1	133.9	
U1.5	Chilled Water Plant Efficiency (kW/Ton/Plant) (Monthly kW/Ton Efficiency)	<= 0.70	> 0.70 < 0.85	>=0.90	0.73	0.72	0.71	0.70	0.74	0.75	0.76	0.73
U1.6	Combined Heat & Power Plant Runtime Efficiency (Rolling 12-month data)	<93%	>= 93% <= 95%	> 95%	47%	50%	54%	61%	64%	72%	74%	76%
U2.1	Water Use per GSF - All Campuses Combined (Rolling 12-month data)	<= 12	>12.00 < 13.00	>=13	12.884	12.995	12.875	12.873	12.815	12.652	12.563	
U2.2	Water Use per GSF - Main Campus (Rolling 12-month data, Gal/GSF)	<= 18	>18.00 < 23.00	>=23.00	20.600	20.900	21.000	21.500	21.600	21.500	21.900	
U2.3	Reclaim vs Potable Savings - MC Plants (Rolling 12-month data)	<= 30	>30.00 < 40.00	>=40.00	36.6%	33.7%	30.8%	27.0%	24.4%	25.1%	25.9%	25.6%



Research Maintenance

Increasing Reliability Through Collaboration

CHRIS BOCK, SR. MANAGER, RESEARCH MAINTENANCE

EDUCATION

Bachelor of Engineering in Biomedical Engineering, Stevens Institute of Technology

Master of Science in Mechanical Engineering, University of Central Florida

ADVENTHEALTH (LAST 12 YEARS IN CLINICAL RESEARCH)

Engineer: building, validating and maintaining Indirect Calorimeters

PI for validation and pilot studies – wrote papers, protocols and grants

Most recent publication in Journal of Applied Physiology 02/2023 - Measurement of 24-h continuous human CH₄ release in a whole room indirect calorimeter

Senior Manager of Clinical Cores – Calorimetry, Exercise, Imaging, Nutrition, Recruiting



RESEARCH MAINTENANCE

OBJECTIVE

Work closely with research areas in each college to increase overall reliability of lab equipment and related building systems

APPROACH

Understand current conditions through inventory of all research assets and perform a gap analysis

Work closely with researchers and facilities on lab-related projects and equipment additions.

Launch a research lab council to enhance communication and collaboration.

Develop a responsibility matrix.

Identify short-term wins while creating a plan for investing in research reliability efforts.

University of Central Florida

Utilities and Engineering Services

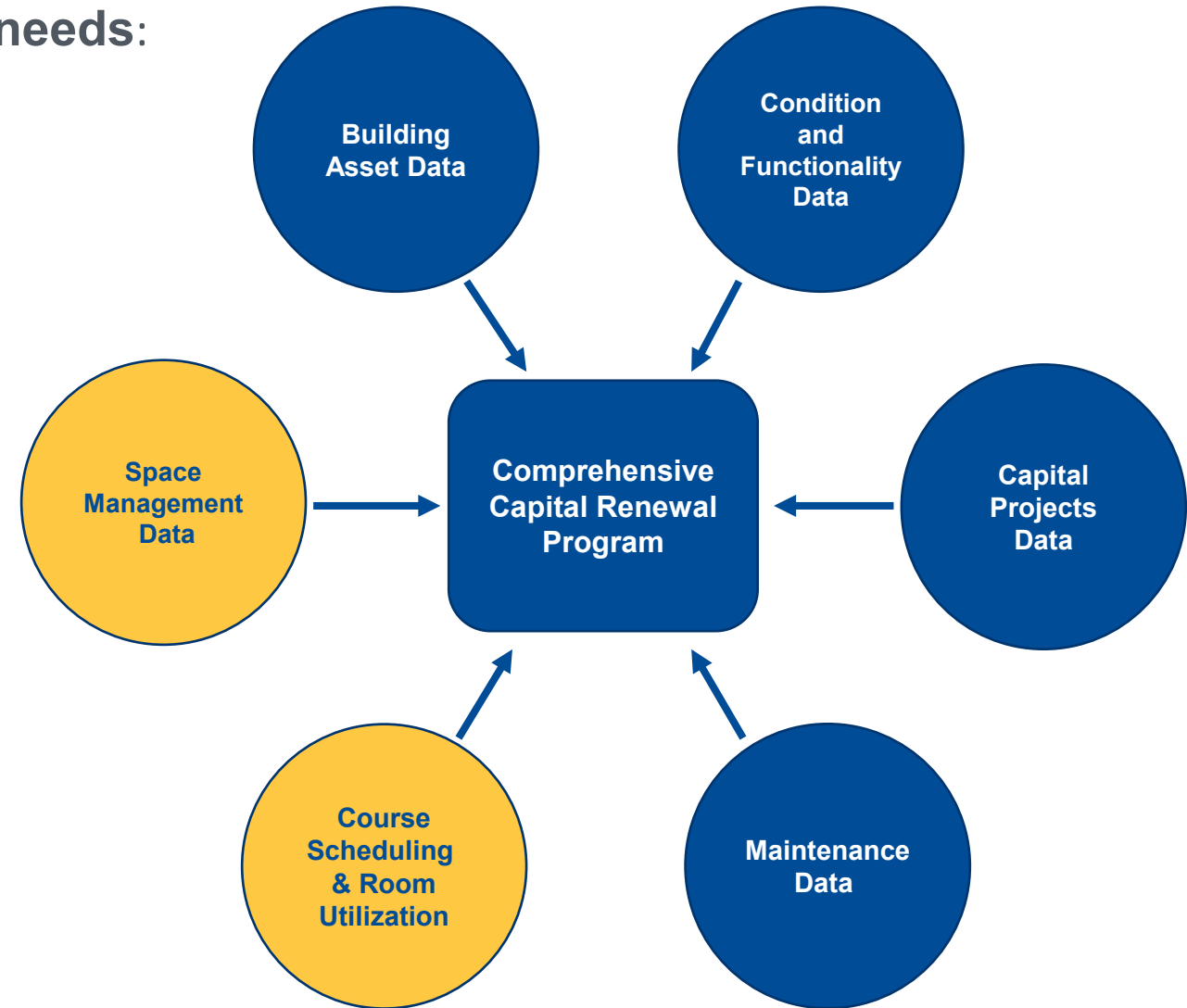
Facilities Condition Data Review & Funding Discussion

May 2023

Industry Best Practice for Developing Capital Plan

Working towards a holistic view of facilities needs:

- Comprehensive Asset Inventory
 - AiM Asset Management Software
- Complete Condition Assessment
 - ASTM E2018 standards
- 10 Year Identified Needs
- Unifomat II
 - RSMeans pricing
- Project Categorizations for Criticality and Timing
 - APPA Standards
- Represents Construction Costs
(not project costs)



Useful resource: <https://www.appa.org/bok/capital-renewal-and-deferred-maintenance/>

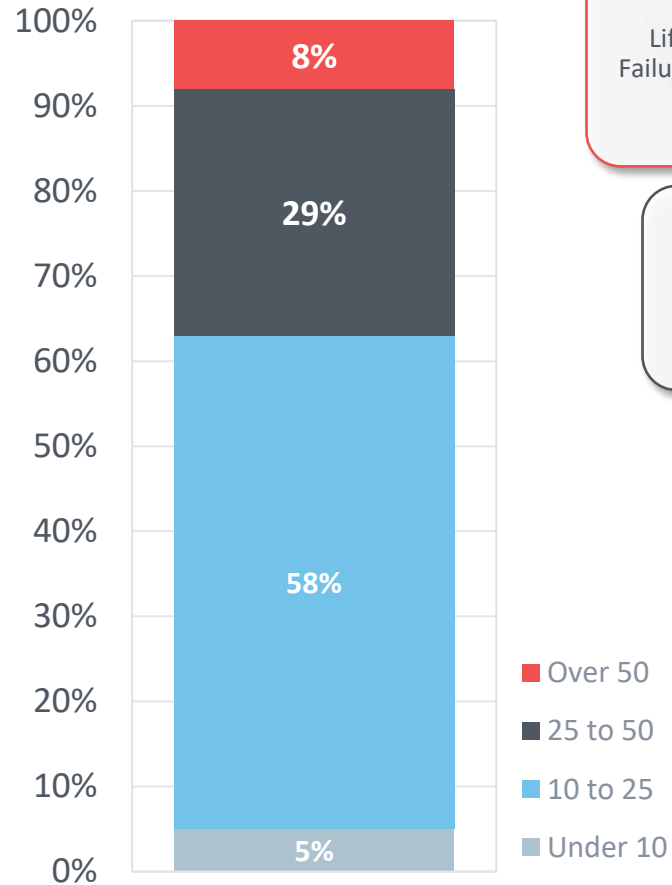
Comprehensive Assessment of UCF Owned Facilities

Funding Source	Building Count	GSF	Assessed Building Count*	Assessed GSF
Auxiliary	124	6,912,994	116	5,659,165
DSO	43	2,454,602	43	2,454,602
E&G	126	5,524,243	125	4,999,243
	293	14,891,839	284	13,113,010

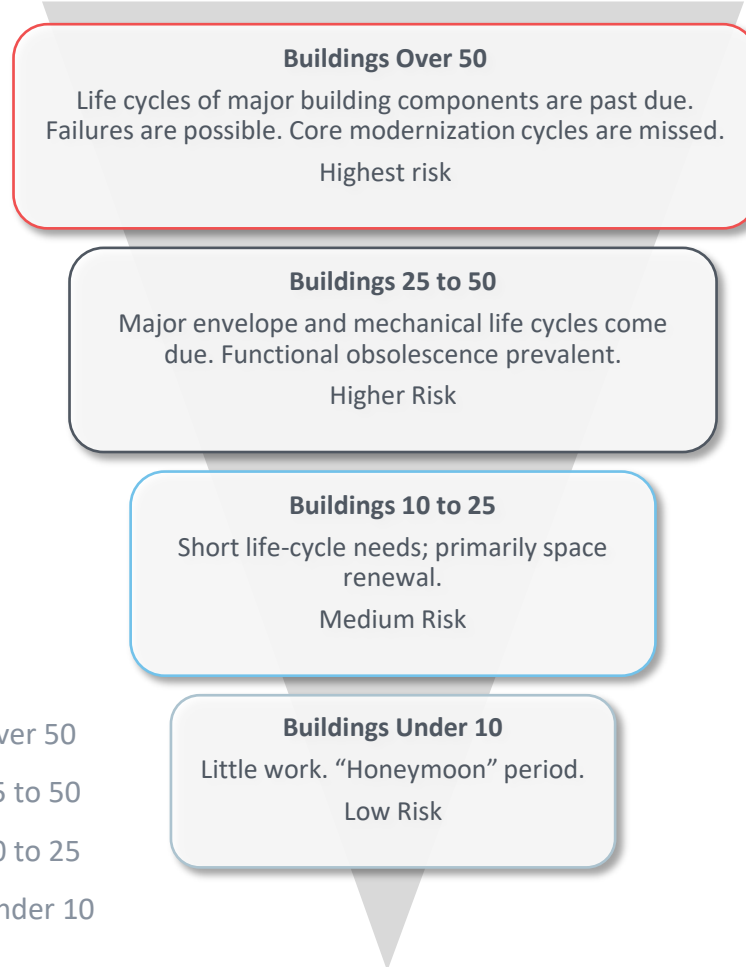
**Excludes leased spaces*

Renovation Age Category

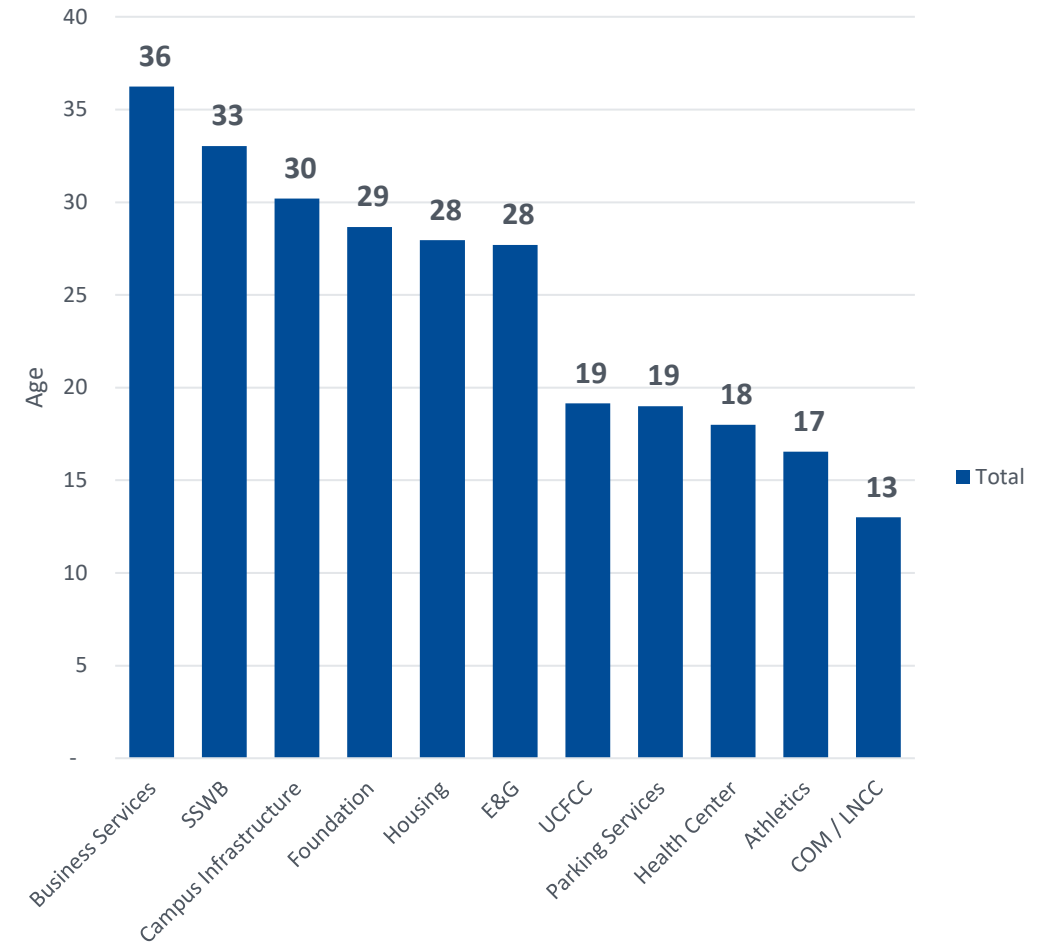
GSF by Age Category



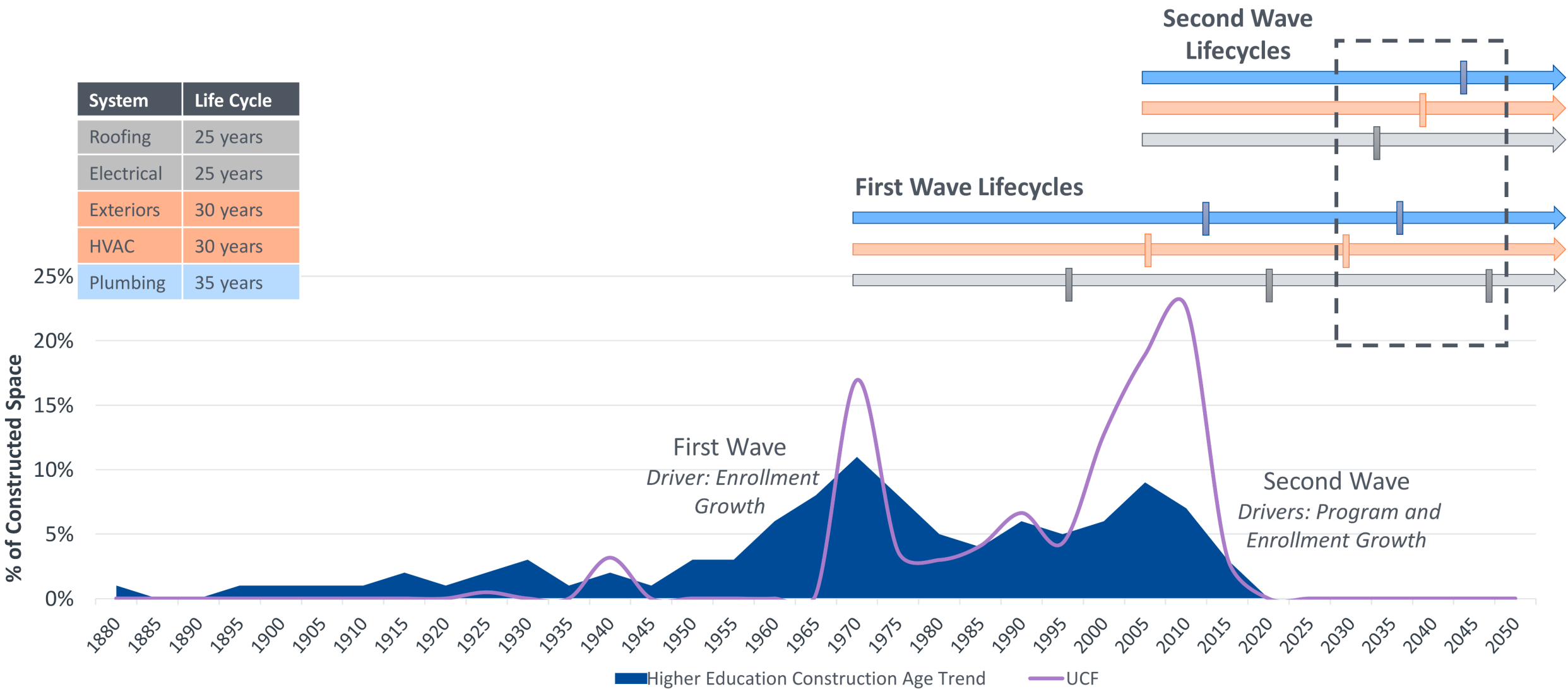
UCF Total Building Age



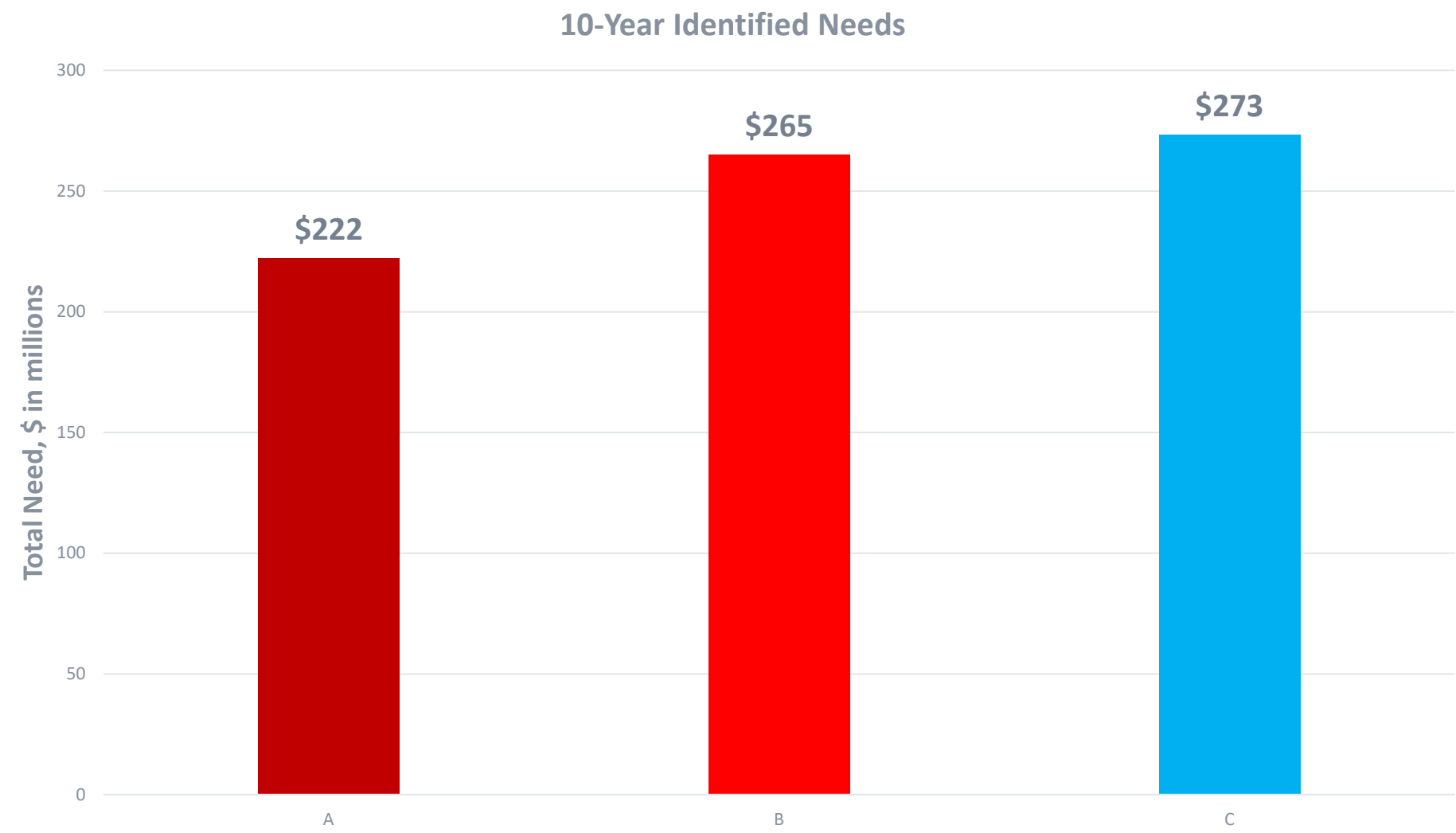
Average Building Age by Area



Higher Education Waves of Construction



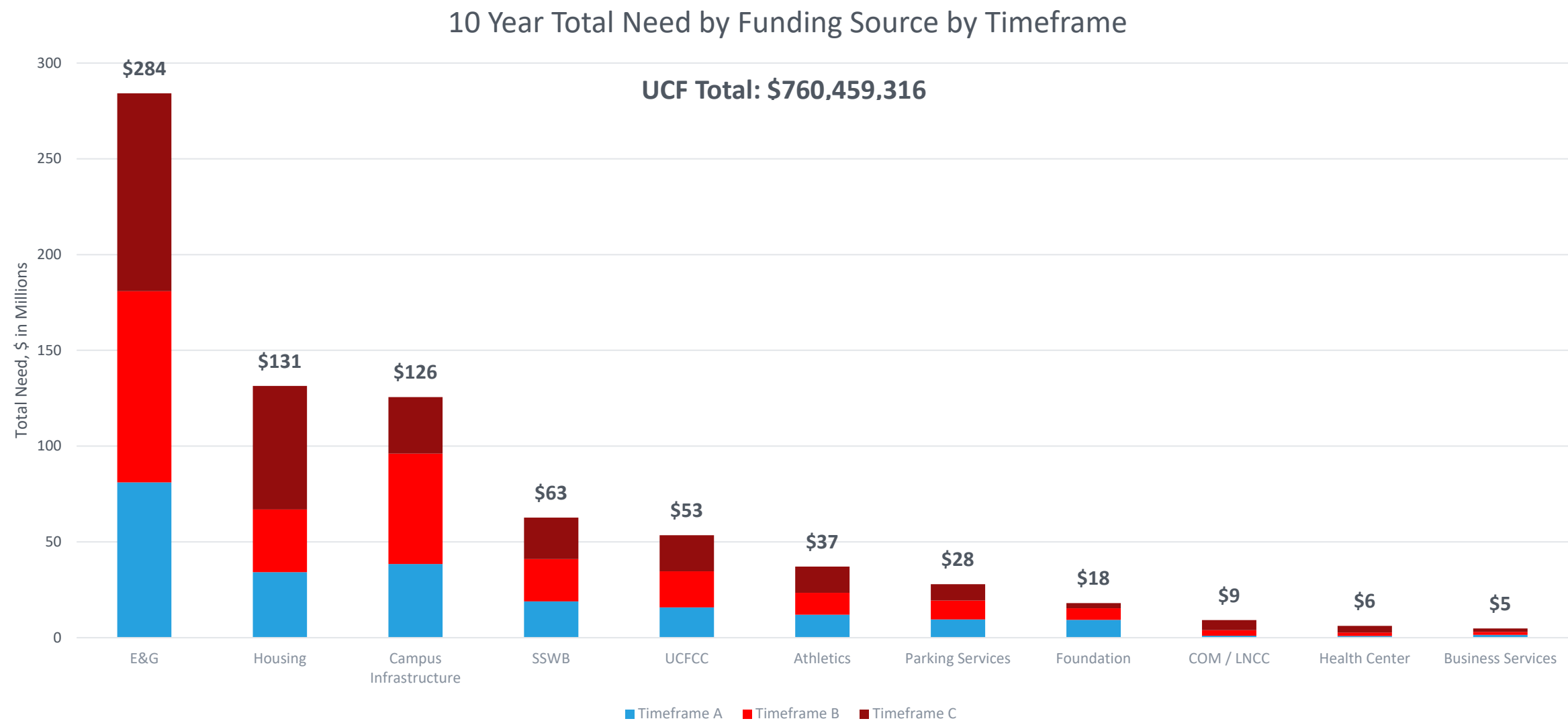
Total Identified Needs by Timeframe



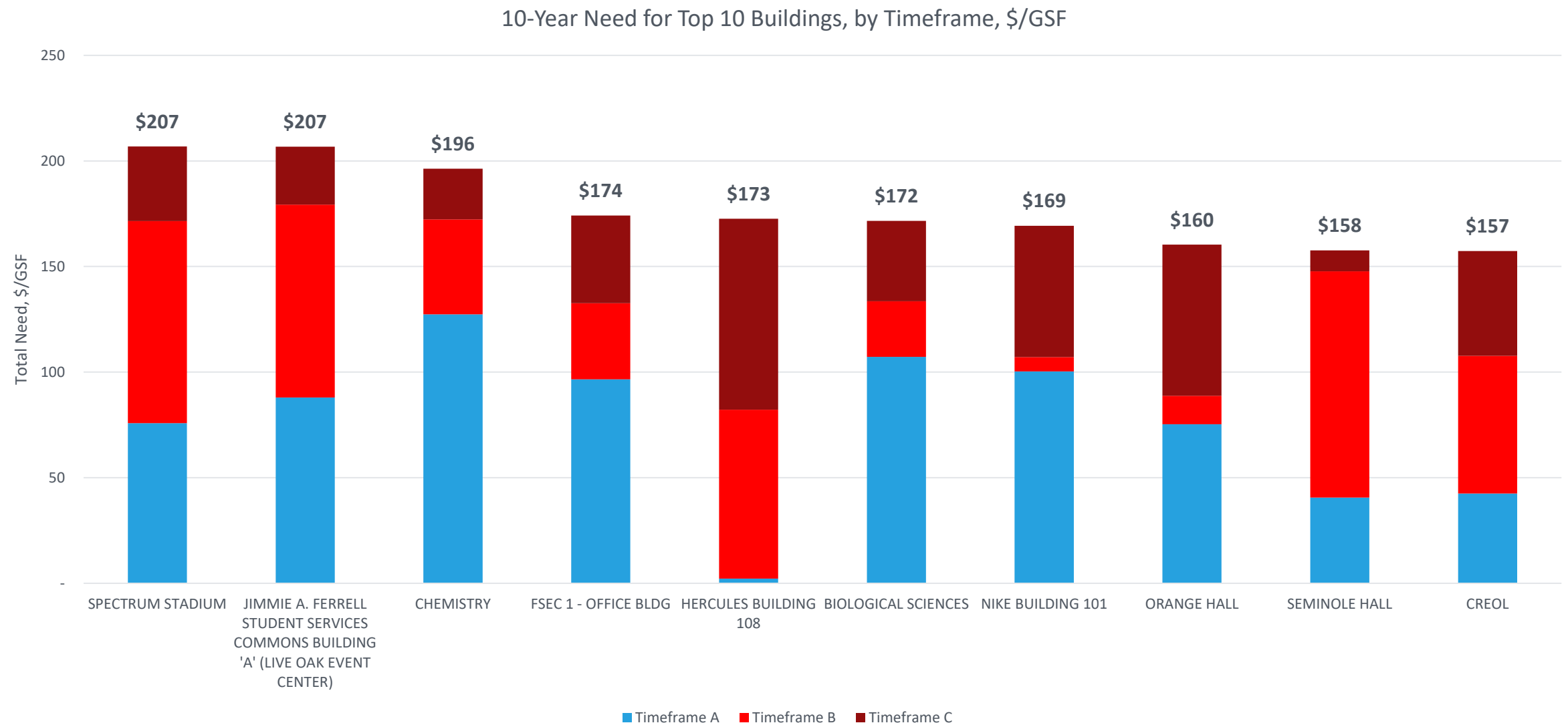
Timeframe		Description
<div></div> A		Needs to be addressed in 1 – 3 years
<div></div> B		Needs to be addressed in 4 – 7 years
<div></div> C		Needs to be addressed in 8 – 10 years

\$760M of Total Campus Needs Over 10 Years

Identified Need by Area

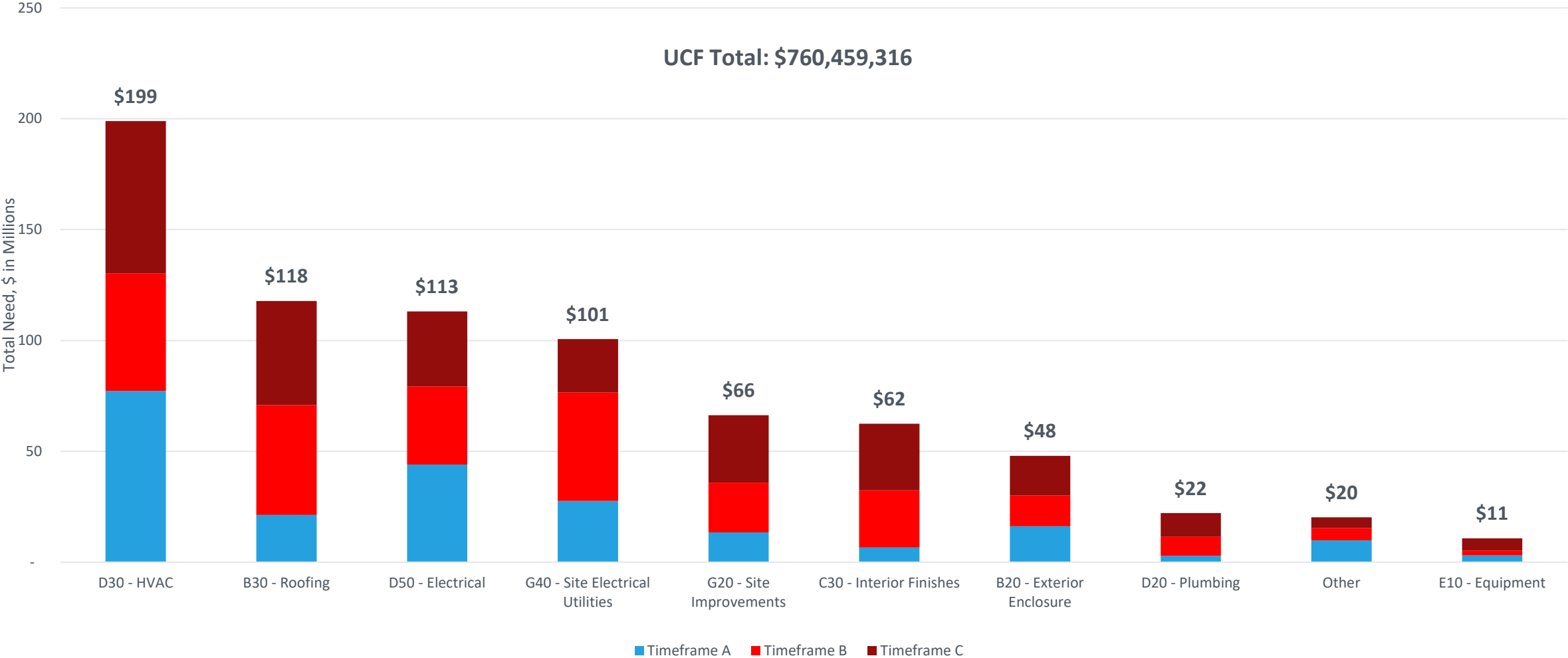


\$/GSF Provides Insight into Relative Building Condition



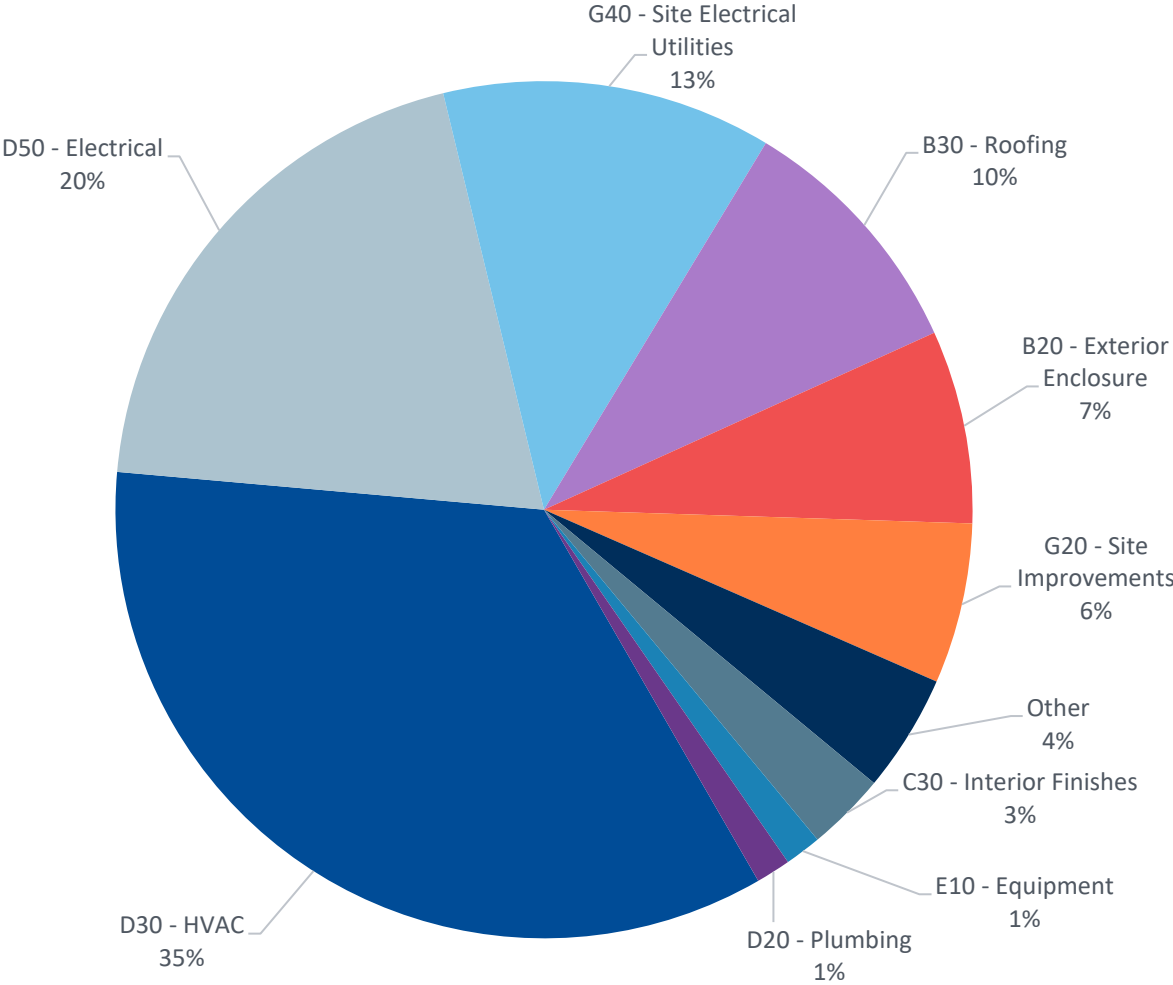
HVAC is the greatest need

10 Year Total Need by Funding Source by Timeframe

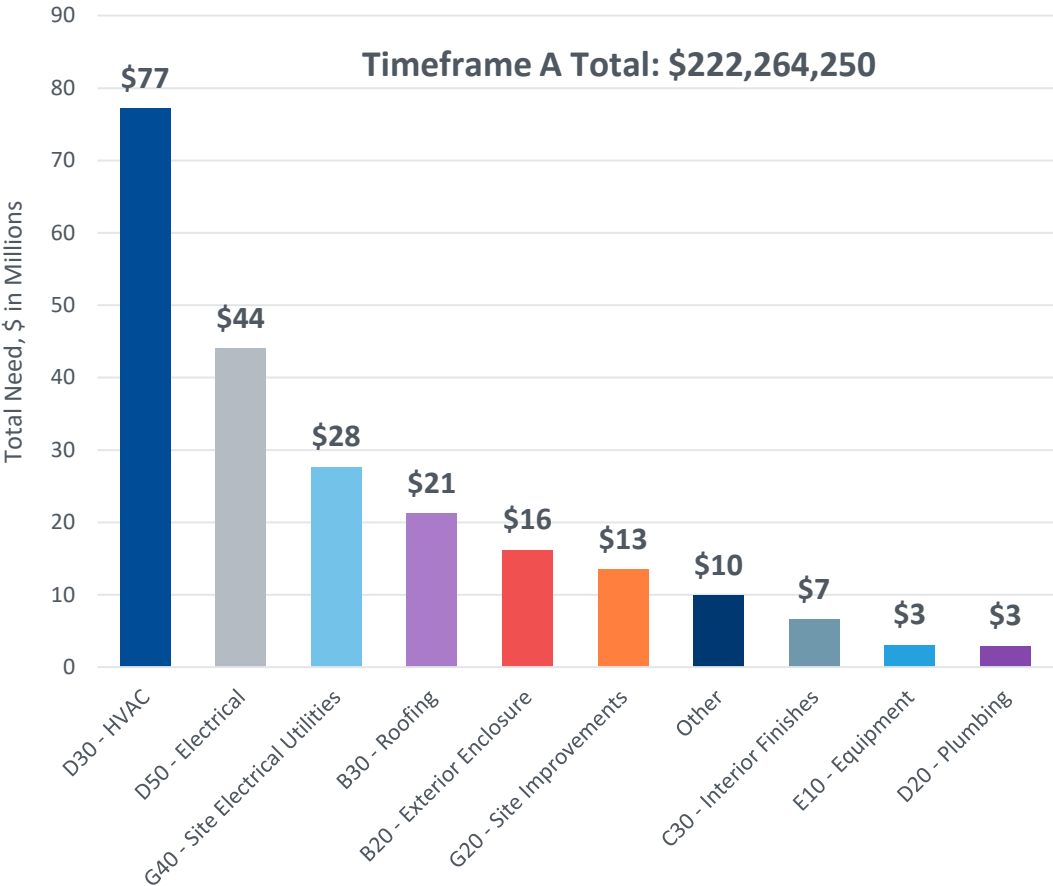


HVAC is the greatest need

Timeframe A Distribution of Total UCF Needs, by System



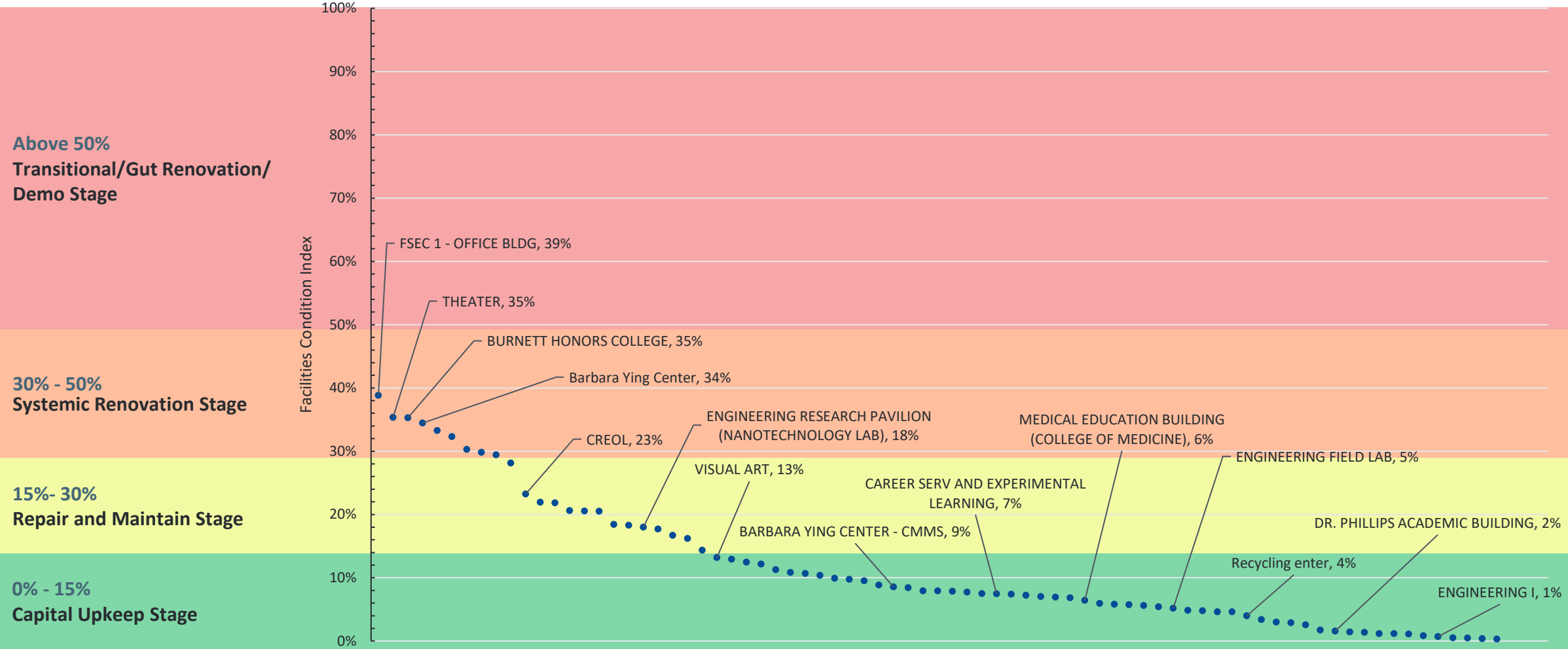
Timeframe A Needs by System



Building FCI Informs Investment Strategy – E&G

Investment Strategy

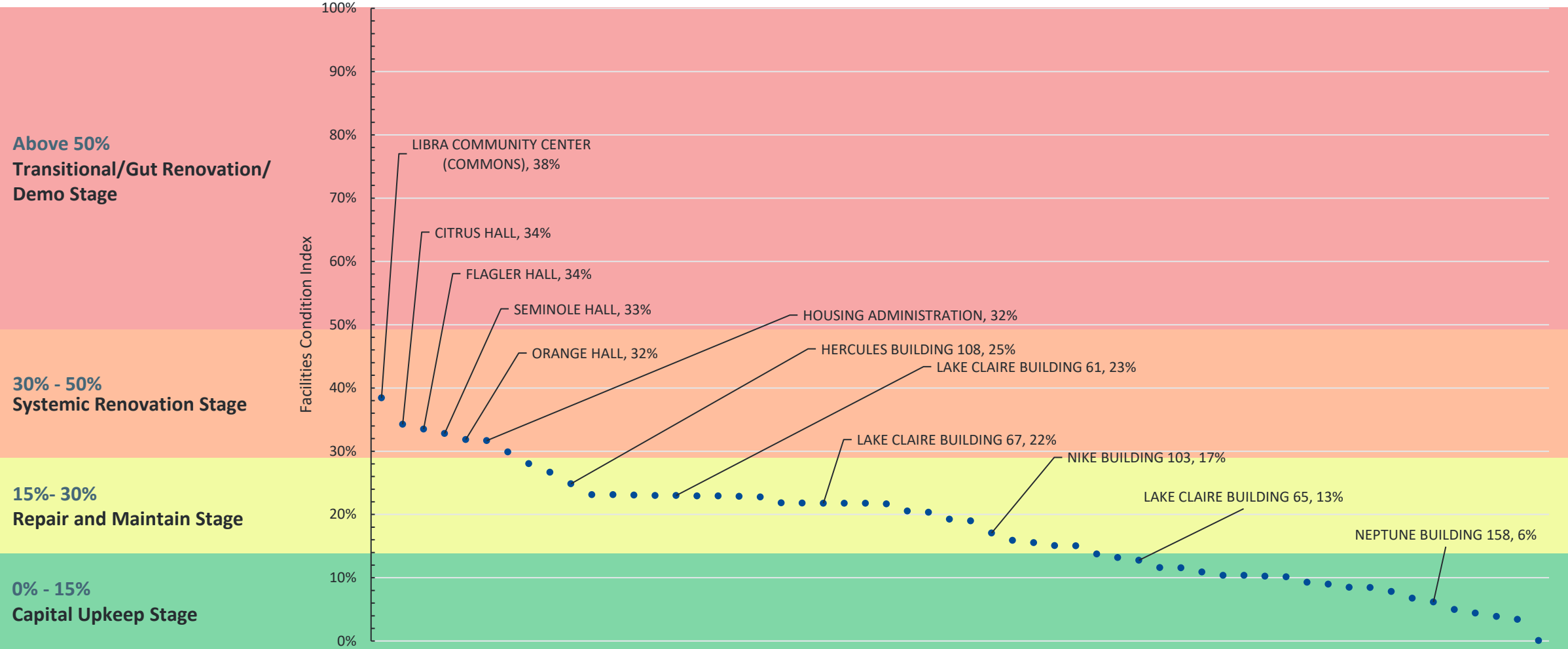
Building FCI Informs Investment Strategy – E&G



Building FCI Informs Investment Strategy – Housing

Investment Strategy

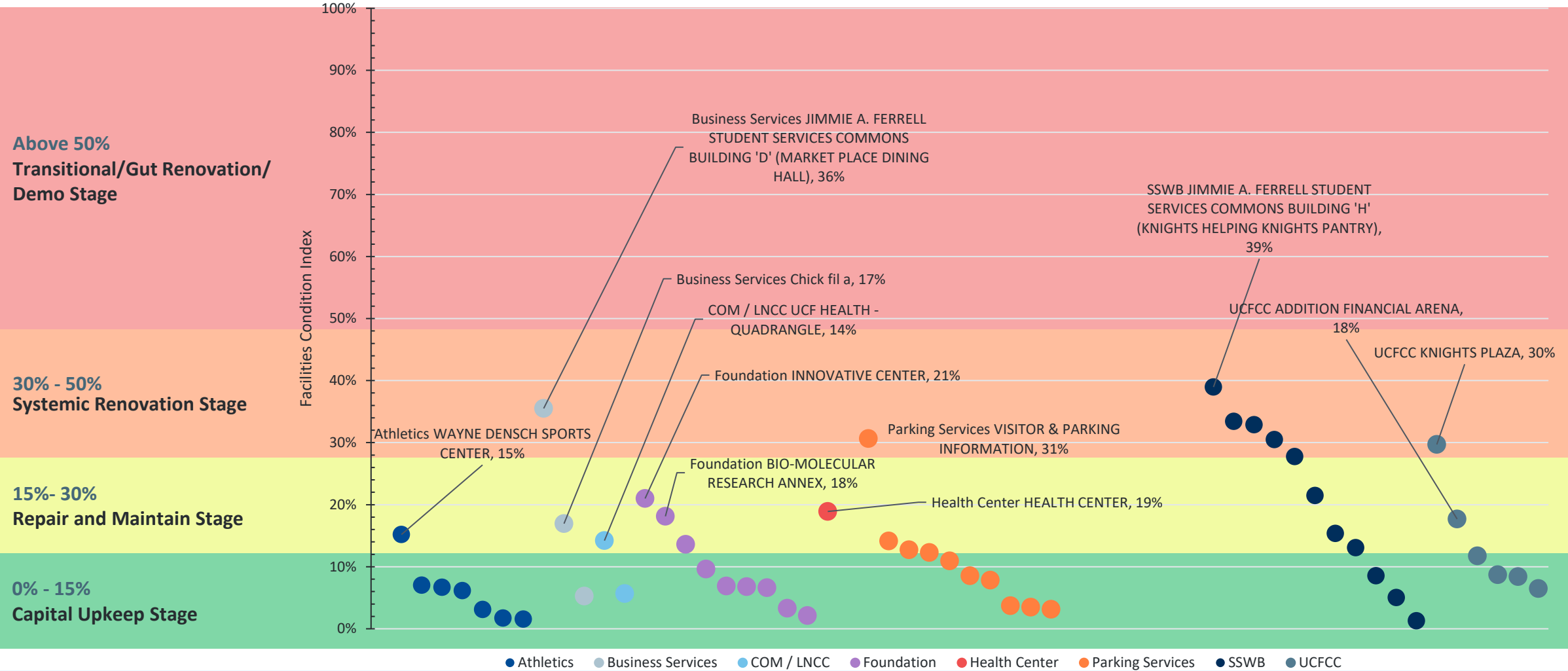
Building FCI Informs Investment Strategy – Housing



Building FCI Informs Investment Strategy – Others

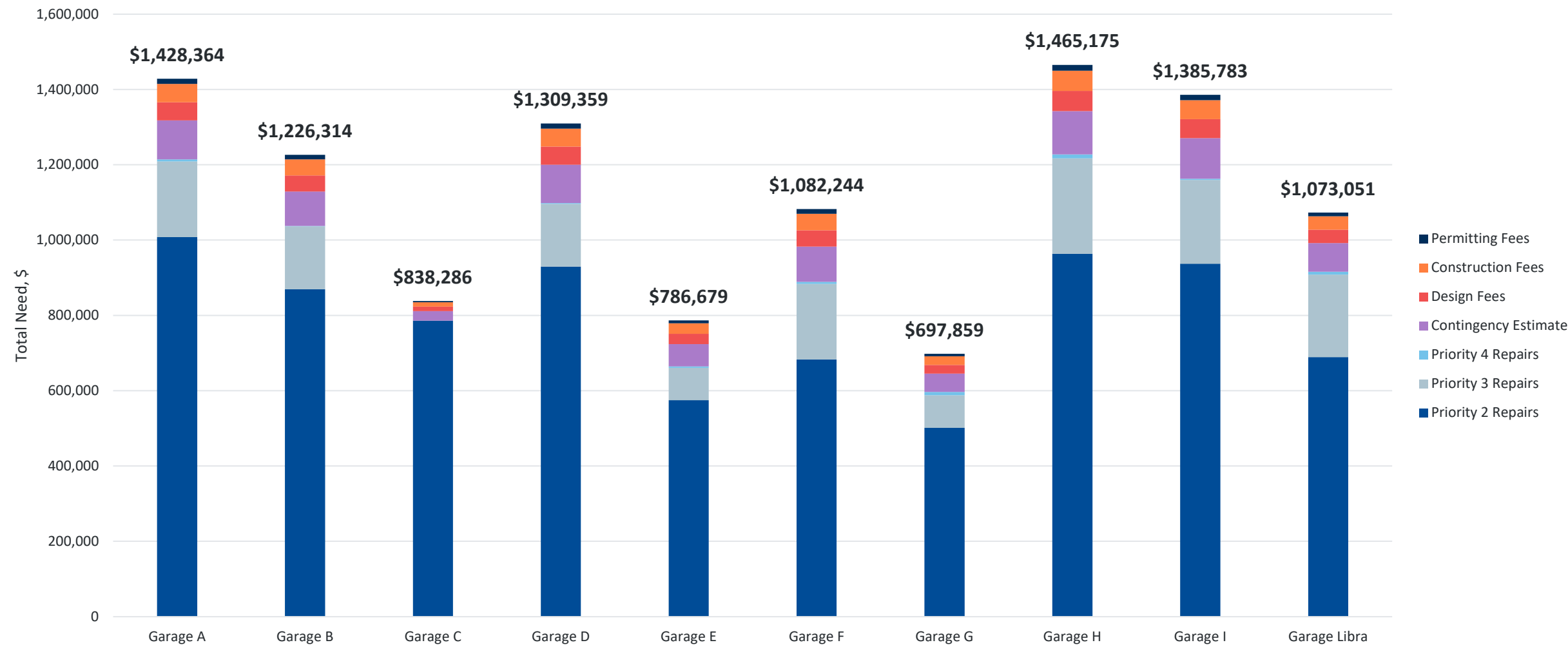
Investment Strategy

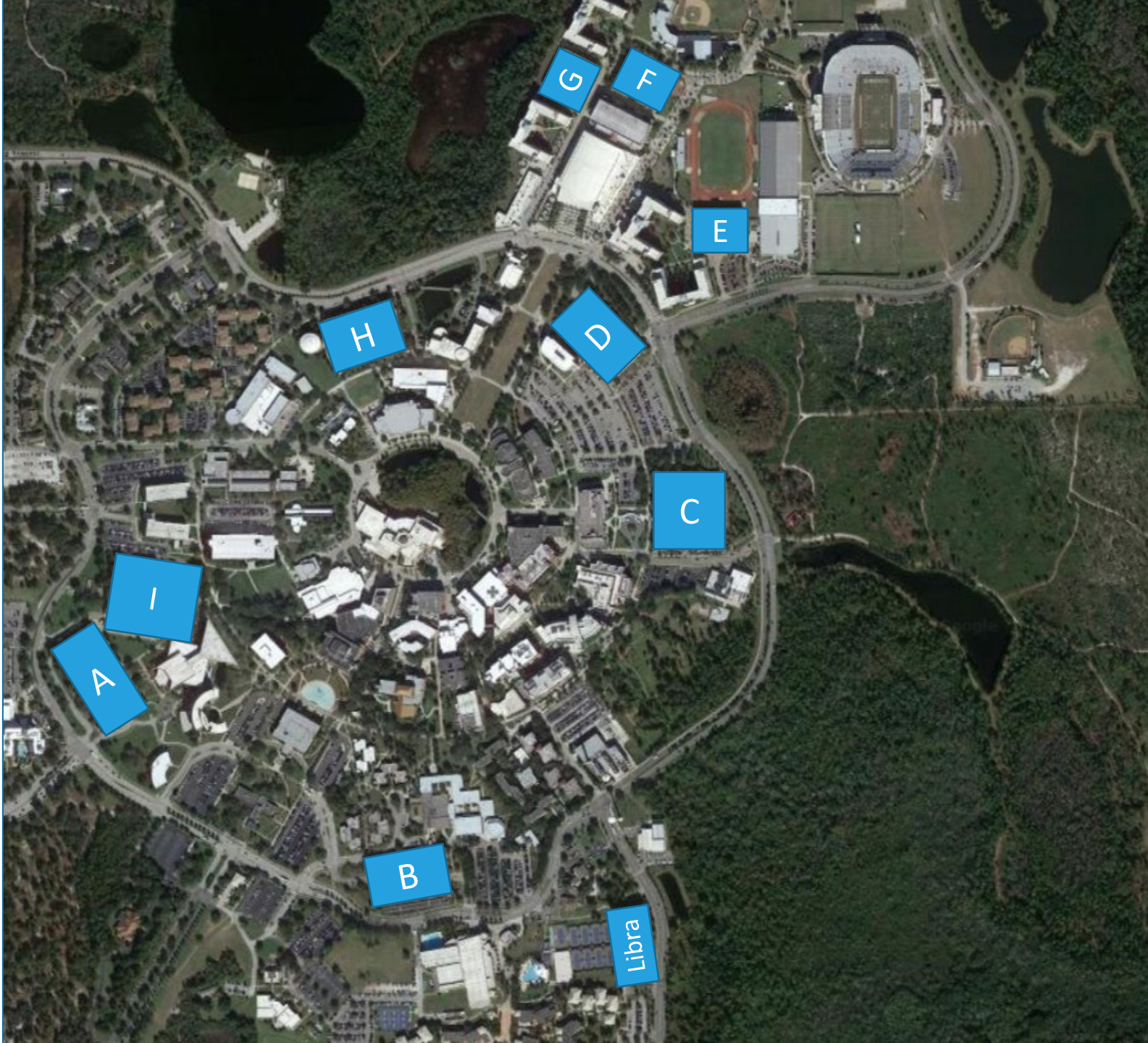
Building FCI Informs Investment Strategy – Others



Parking Garage Assessment By TLC Engineering

10 Year Parking Garage Costs \$11.3M

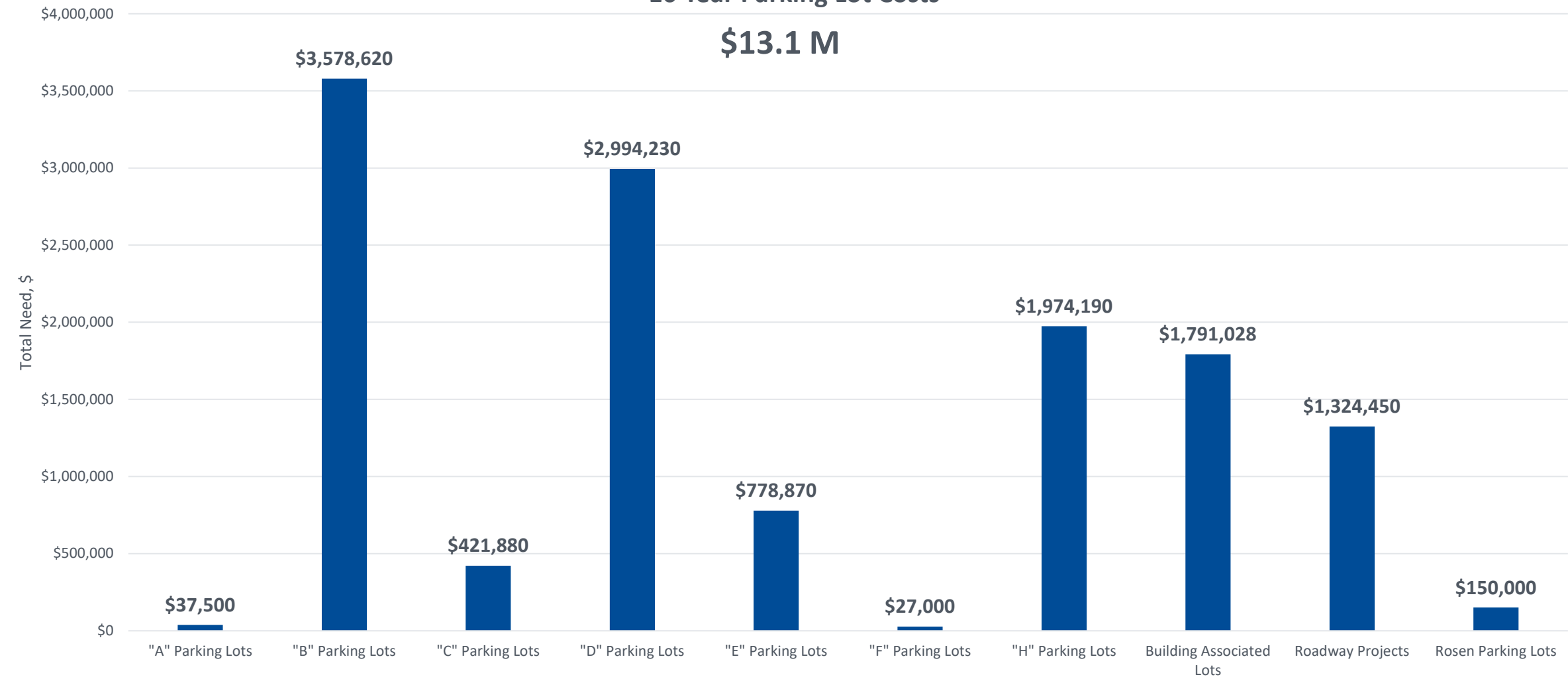




Parking Lot Needs Assessment by AVCON, Inc.

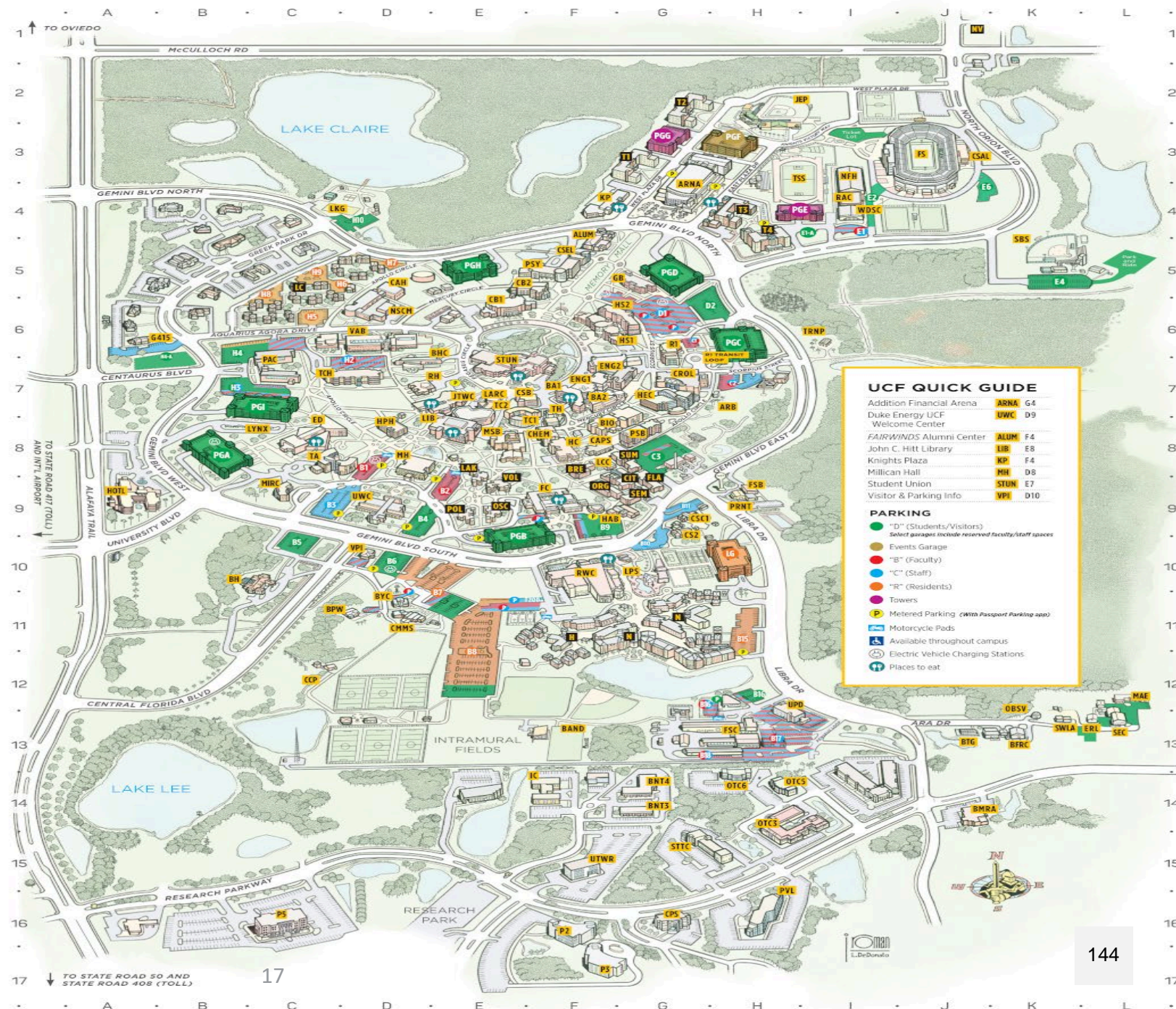
10 Year Parking Lot Costs

\$13.1 M



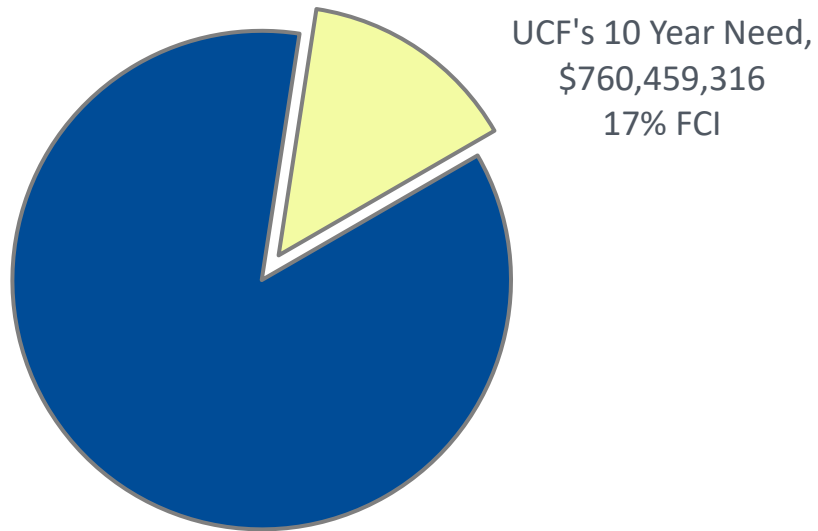
Parking Lots

- "A" Parking Lots: 1
- "B" Parking Lots: 12
- "C" Parking Lots: 3
- "D" Parking Lots: 3
- "E" Parking Lots :6
- "F" Parking Lots: 1
- "H" Parking Lots: 9
- Building Associated Lots: 16
- Roadway Projects: 1
- Rosen Parking Lots: 1
- Parking Garages: 10

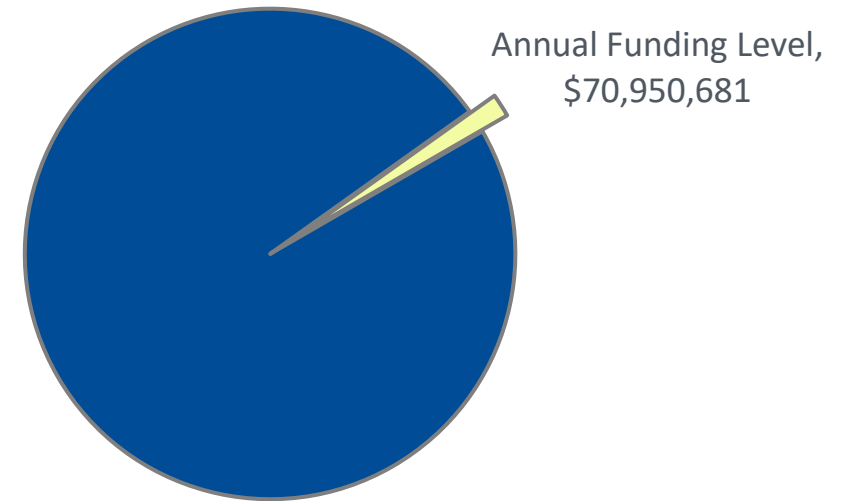


Assessing Current Condition and Investment Strategies

UCF's Facility Condition Index (FCI)
FCI = 10-Year Need / Replacement Value



Annual Funding Needed
Best Practice Range 1.5% - 2% of CRV to Avoid
Further Accumulation of Deferred Maintenance



0% - 15%
Capital Upkeep Stage

15%- 30%
Repair and Maintain Stage

30% - 50%
Systemic Renovation Stage

Above 50%
Transitional/Gut Renovation/
Demo Stage

Annual Funding Needed By Area

Funding Source	Assessed GSF	CRV	FCI	10 Year Need	Annual Funding %	Annual Funding Level
Athletics	362,037	\$329,250,386	11%	\$37,110,935	0.75%	\$2,469,378
Business Services	78,403	\$32,271,607	15%	\$4,852,104	1.00%	\$322,716
COM / LNCC	209,193	\$134,123,000	7%	\$9,123,167	1.50%	\$2,011,845
E&G	4,720,462	\$2,357,154,405	12%	\$284,188,036	1.50%	\$35,357,316
Foundation	506,703	\$211,145,678	9%	\$17,989,803	0.75%	\$1,583,593
Health Center	58,801	\$32,330,000	19%	\$6,115,728	2.00%	\$646,600
Housing	1,591,071	\$650,578,616	20%	\$131,391,713	1.50%	\$9,758,679
Parking Services	3,450,361	\$158,659,763	18%	\$27,896,254	2.00%	\$3,173,195
SSWB	473,822	\$208,093,943	30%	\$62,696,815	1.50%	\$3,121,409
UCFCC	1,585,863	\$442,437,080	12%	\$53,448,143	0.50%	\$2,212,185
Campus Infrastructure	76,294			\$125,646,618		\$10,293,764
	13,113,010	\$4,579,800,388	17%	\$760,459,316	1.5%	\$70,950,681