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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III. New Business

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, Chair, UCF Board of Trustees

2. Roll Call
   Lauren Ferguson, Assistant Vice President, Board Relations

3. Remarks
   Chair Martins
   Alexander N. Cartwright, President

4. Discussion
   DISC - 1
   Board Self-Assessment Results and Fiscal Year 2023-2024 Workplan Alignment
   Moderator: Artis Hampshire-Cowan, Esq., Principal Leveraged Leadership Group, LLC
   Lauren Ferguson

   DISC – 2
   UCF Facilities - Capital and Infrastructure Improvements
   Jonathan Varnell, Vice President for Facilities and Business Operations

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
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:

<table>
<thead>
<tr>
<th>STRENGTH</th>
<th>2023</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has a clear understanding of UCF’s Mission</td>
<td>100%</td>
<td>90.9%</td>
</tr>
<tr>
<td>Is well-informed about UCF’s educational programs and academic quality</td>
<td>100%</td>
<td>91.67%</td>
</tr>
<tr>
<td>Has a good understanding of programs and initiatives related to furthering UCF’s strategic plan</td>
<td>N/A</td>
<td>100%</td>
</tr>
<tr>
<td>Understands the powers and duties as outlined in Board of Governors Regulation 1.001 and the UCF Board of Trustees Bylaws</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Serves as an effective strategic partner to the administration by providing sound advice, offering new perspectives, lending support and by making connections</td>
<td>100%</td>
<td>90.91%</td>
</tr>
</tbody>
</table>
90% or more of respondents agreed or strongly agreed that the Board:

<table>
<thead>
<tr>
<th>Description</th>
<th>2023</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serves as an effective strategic partner to the administration by providing sound advice, offering new perspectives, lending support and by making connections</td>
<td>100%</td>
<td>90.91%</td>
</tr>
<tr>
<td>Comes to each meeting prepared and ready to debate issues fully and openly</td>
<td>91.67%</td>
<td>81.82%</td>
</tr>
<tr>
<td>Receives appropriate training to allow them to discharge their responsibilities</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>Collectively adheres to the Board Statement of Expectations</td>
<td>91.67%</td>
<td>100%</td>
</tr>
<tr>
<td>Has open two-way communication with administration</td>
<td>90.91%</td>
<td></td>
</tr>
</tbody>
</table>
### STRENGTHS

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>2023</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board and University administration well understand and operate within their respective roles and responsibilities</td>
<td>100%</td>
<td>90.91%</td>
</tr>
<tr>
<td>Board members have a clear understanding of their legal and fiduciary responsibilities and carry them out at the proper level of oversight</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>The Board effectively participates in strategic planning, monitors financial, educational and administrative performance, sets appropriate performance goals and assesses achievement of those goals</td>
<td>100%</td>
<td>81.81%</td>
</tr>
<tr>
<td>The Board effectively delegates responsibility for institutional management to the President and refrains from involvement in operational matters except as necessary to fulfill its fiduciary responsibilities</td>
<td>100%</td>
<td>90.91%</td>
</tr>
<tr>
<td>The Board effectively ensures that institutional policies and processes are current, in legal compliance and properly implemented</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
## STRENGTHS

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>2023</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Board evaluates the performance of the President of the University</td>
<td>80%</td>
<td>100%</td>
</tr>
<tr>
<td>and has an appropriate mechanism for feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Board promotes an environment where Board members feel engaged,</td>
<td>72.73%</td>
<td>100%</td>
</tr>
<tr>
<td>respected, and empowered to raise issues for discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Board’s meeting agenda clearly reflects the institution’s strategic</td>
<td>72.72%</td>
<td>100%</td>
</tr>
<tr>
<td>priorities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The format of the full Board meeting agendas is conducive for the proper</td>
<td>81.81%</td>
<td>100%</td>
</tr>
<tr>
<td>balance of oversight, problem solving, strategic discussion and continuing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The committee meeting agendas are conducive for the proper balance of</td>
<td>90.91%</td>
<td>100%</td>
</tr>
<tr>
<td>oversight, problem solving, strategic discussion and continuing Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My time is well utilized when participating in university engagements</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>
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 on 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 MATERIAL DEADLINES**

- **9/30/2023**:
  - Agenda Finalized: All Agendas saved in Teams
- **8/30/2023**:
  - Draft Materials Available: Agenda Memos in Teams for all items
  - Briefing: Approval Briefing with Committee Chair Completed
- **9/7/2023**:
  - Final Materials Uploaded to Teams for all agenda items
- **9/11/2023**:
  - Final Review: Office of Board Relations reviews Materials
- **9/12/2023**:
  - Publish: Agenda and Materials Published to On-Board

**FULL BOARD MATERIAL DEADLINES**

- **9/7/2023**:
  - Final Review: Agenda Review with Board Chair
- **9/12/2023**:
  - Final Review: Office of Board Relations reviews Materials
- **9/14/2023**:
  - Publish: Non-Committee Agenda Items and Supporting Materials
- **9/14/2023**:
  - Publish: Committee Agenda Items and Supporting Materials
- **9/21/2023**:
  - Publish: Final Presentations

**Thursday, September 28, 2023**

- Full Board Meeting
  - Live Oak Center

**STRAIGHT PLAN AREA OF FOCUS**

- UCF EXCELLENCE (President’s Update)
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Committee and Board Cycle #2

**COMMITTEE MATERIAL DEADLINES**

- **10/18/2023**:
  - Agenda Finalized: All Agendas saved in Teams
- **8/10/2023**:
  - Draft Materials Available: Agenda Memos in Teams for all items
  - Briefing: Approval Briefing with Committee Chair Completed
- **10/20/2023**:
  - Final Materials Uploaded to Teams for all agenda items
- **10/30/2023**:
  - Final Review: Office of Board Relations reviews Materials
- **11/1/2023**:
  - Publish: Agenda and Materials Published to On-Board

**FULL BOARD MATERIAL DEADLINES**

- **10/26/2023**:
  - Final Review: Agenda Review with Board Chair
- **11/1/2023**:
  - Final Review: Office of Board Relations reviews Materials
- **11/2/2023**:
  - Publish: Non-Committee Agenda Items and Supporting Materials
- **11/9/2023**:
  - Publish: Final Presentations

**Thursday, November 16, 2023**

- Full Board Meeting
  - Live Oak Center

**STRAIGHT PLAN AREA OF FOCUS**

- UCF EXCELLENCE (President’s Update)
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Committee and Board Cycle #3

**COMMITTEE MATERIAL DEADLINES**

- **12/25/2023**:
  - Agenda Finalized: All Agendas saved in Teams
- **12/25/2023**:
  - Draft Materials Available: Agenda Memos in Teams for all items
  - Briefing: Approval Briefing with Committee Chair Completed
- **2/1/2024**:
  - Final Materials Uploaded to Teams for all agenda items
- **2/15/2024**:
  - Final Review: Office of Board Relations reviews Materials
- **2/20/2024**:
  - Publish: Agenda and Materials Published to On-Board

**FULL BOARD MATERIAL DEADLINES**

- **2/20/2024**:
  - Final Review: Agenda Review with Board Chair
- **2/28/2024**:
  - Final Review: Office of Board Relations reviews Materials
- **2/9/2024**:
  - Publish: Non-Committee Agenda Items and Supporting Materials
- **2/9/2024**:
  - Publish: Committee Agenda Items and Supporting Materials
- **2/16/2024**:
  - Publish: Final Presentations

**Friday, February 23, 2024**

- Full Board Meeting
  - Live Oak Center

**STRAIGHT PLAN AREA OF FOCUS**

- UCF EXCELLENCE (President’s Update)
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Workshop/Virtual Meeting/Retreat Cycle

**WORKSHOP MATERIAL DEADLINES**

- **4/19/2024**:
  - Final Review: Workshop agenda saved in Teams
- **4/19/2024**:
  - Draft Workshop Materials Available: Agenda Memos in Teams for all items
- **5/3/2024**:
  - Briefing: Approval Briefing with Committee Chair Completed
- **5/6/2024**:
  - Final Materials Uploaded to Teams for all agenda items
- **5/9/2024**:
  - Final Review: Office of Board Relations reviews Materials

**Thursday, April 16, 2024**

- Workshop
  - TBD

**STRAIGHT PLAN AREA OF FOCUS**

- RETREAT MATERIAL DEADLINES
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Committee and Board Cycle #4

**COMMITTEE MATERIAL DEADLINES**

- **5/15/2024**:
  - Agenda Finalized: All Agendas saved in Teams
- **5/15/2024**:
  - Draft Materials Available: Agenda Memos in Teams for all items
- **5/20/2024**:
  - Briefing: Approval Briefing with Committee Chair Completed
- **5/26/2024**:
  - Final Materials Uploaded to Teams for all agenda items
- **5/27/2024**:
  - Final Review: Office of Board Relations reviews Materials

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Workshop/Virtual Meeting/Retreat Cycle

**WORKSHOP MATERIAL DEADLINES**

- **5/22/2024**:
  - Final Review: Workshop agenda saved in Teams
- **5/29/2024**:
  - Draft Workshop Materials Available: Agenda Memos in Teams for all items
- **4/11/2024**:
  - Final Review: Workshop agenda saved in Teams
- **5/3/2024**:
  - Briefing: Approval Briefing with Committee Chair Completed
- **5/6/2024**:
  - Final Materials Uploaded to Teams for all agenda items
- **5/9/2024**:
  - Final Review: Office of Board Relations reviews Materials

**Thursday, June 13, 2024**

- Workshop
  - Full Board Meeting
  - Live Oak Center

**STRAIGHT PLAN AREA OF FOCUS**

- RETREAT MATERIAL DEADLINES
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Workshop/Virtual Meeting/Retreat Cycle

**WORKSHOP MATERIAL DEADLINES**

- **6/5/2024**:
  - Final Review: Workshop agenda saved in Teams
- **6/6/2024**:
  - Draft Workshop Materials Available: Agenda Memos in Teams for all items
- **5/30/2024**:
  - Briefing: Approval Briefing with Committee Chair Completed
- **5/30/2024**:
  - Final Materials Uploaded to Teams for all agenda items
- **5/30/2024**:
  - Final Review: Office of Board Relations reviews Materials

**Thursday, June 13, 2024**

- Workshop
  - Full Board Meeting
  - Live Oak Center

**STRAIGHT PLAN AREA OF FOCUS**

- RETREAT MATERIAL DEADLINES
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation

### Workshop/Virtual Meeting/Retreat Cycle

**WORKSHOP MATERIAL DEADLINES**

- **7/6/2024**:
  - Final Review: Workshop agenda saved in Teams
- **7/6/2024**:
  - Draft Workshop Materials Available: Agenda Memos in Teams for all items
- **6/6/2024**:
  - Briefing: Approval Briefing with Committee Chair Completed
- **6/6/2024**:
  - Final Materials Uploaded to Teams for all agenda items
- **7/6/2024**:
  - Final Review: Office of Board Relations reviews Materials

**Thursday, June 13, 2024**

- Workshop
  - Full Board Meeting
  - Live Oak Center

**STRAIGHT PLAN AREA OF FOCUS**

- RETREAT MATERIAL DEADLINES
  - Aspirational highlights tied to theme.

**FULL BOARD PRESENTATIONS & ACTION ITEMS**

- **DISC-1 Industry Panel**
  - President’s FY24 Goals
  - Cartwright

**NON-CONSENT COMMITTEE APPROVALS**

- **GOV-1 FY23 President’s Assessment and Compensation Review**
  - Mena

**IMMERSIVE EXPERIENCE(S)**

- Academic Health Sciences Center Tour & CON presentation
<table>
<thead>
<tr>
<th><strong>ACADEMIC EXCELLENCE &amp; STUDENT SUCCESS</strong></th>
<th><strong>ACADEMIC EXCELLENCE &amp; STUDENT SUCCESS</strong></th>
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<th><strong>ACADEMIC EXCELLENCE &amp; STUDENT SUCCESS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, September 27, 2023</td>
<td>Wednesday, November 15, 2023</td>
<td>Thursday, February 22, 2024</td>
<td>Wednesday, June 12, 2024</td>
</tr>
<tr>
<td><strong>ACTION ITEMS</strong></td>
<td><strong>ACTION ITEMS</strong></td>
<td><strong>ACTION ITEMS</strong></td>
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</tr>
<tr>
<td>AESC-1 Tenure with Hire (as needed)</td>
<td>Johnson</td>
<td>AESC-1 Conferral of Degrees (Fall)</td>
<td>Johnson</td>
</tr>
<tr>
<td>AESC-2 Degree Program Action (as needed)</td>
<td>Letzring</td>
<td>AESC-2 Tenure with Hire (as needed)</td>
<td>Johnson</td>
</tr>
<tr>
<td>AESC-3 Textbook and Instructional Materials Affordability Report</td>
<td>Letzring</td>
<td>AESC-3 Degree Program Action (as needed)</td>
<td>Letzring</td>
</tr>
<tr>
<td>AESC-4 Specialized Admissions Programs Annual Report</td>
<td>Letzring</td>
<td>AESC-4 Degree Program Action (as needed)</td>
<td>Letzring</td>
</tr>
<tr>
<td>AESC-5 Self-Supporting and Market Tuition Rate Programs Report</td>
<td>Letzring</td>
<td>AESC-5 Tenure with Hire (as needed)</td>
<td>Johnson</td>
</tr>
<tr>
<td>AESC-6 Research Institutes and Centers Annual Reports</td>
<td>Schoenfeld</td>
<td>AESC-6 Degree Program Action (as needed)</td>
<td>Letzring</td>
</tr>
<tr>
<td><strong>DISCUSSION ITEMS</strong></td>
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<tr>
<td>DISC-1 Provost Update</td>
<td>Johnson</td>
<td>DISC-1 Provost Update</td>
<td>Johnson</td>
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<tr>
<td>DISC-2 SVP for Student Success Update</td>
<td>Dosal</td>
<td>DISC-2 SVP for Student Success Update</td>
<td>Dosal</td>
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<tr>
<td>DISC-3 Student Government President's Platform</td>
<td>Greenaway</td>
<td>DISC-3 Thematic Discussion</td>
<td>Altizer/Johnson</td>
</tr>
<tr>
<td>DISC-4 Faculty Senate Chair Report</td>
<td>Faculty Senate Chair</td>
<td>DISC-4 Legislative Budget Report (LBR) Process</td>
<td>Johnson</td>
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<tr>
<td>DISC-5 Thematic Discussion</td>
<td>Altizer/Johnson</td>
<td>DISC-5 Thematic Discussion</td>
<td>Altizer/Johnson</td>
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<tr>
<td><strong>INFORMATION ITEMS</strong></td>
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<td><strong>INFORMATION ITEMS</strong></td>
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<tr>
<td>INFO-1 Work Plan and Charter Review</td>
<td>Altizer</td>
<td>INFO-1 Accountability Plan Update</td>
<td>Borden</td>
</tr>
<tr>
<td>INFO-2 Accountability Plan Update</td>
<td>Borden</td>
<td>INFO-2 Strategic Plan Implementation Update</td>
<td>Johnson</td>
</tr>
<tr>
<td>INFO-3 Research Institutes and Centers 5 and 7-Year BOG Evaluations</td>
<td>Schoenfeld</td>
<td>INFO-3 Strategic Plan Implementation Update</td>
<td>Johnson</td>
</tr>
<tr>
<td>INFO-4 New BOG Research Centers</td>
<td>Schoenfeld</td>
<td>INFO-3 Strategic Plan Implementation Update</td>
<td>Johnson</td>
</tr>
<tr>
<td>INFO-5 Strategic Plan Implementation Update</td>
<td>Johnson</td>
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**Wednesday, September 27, 2023**
- AESC-1: Tenure with Hire (as needed) - Johnson

**Wednesday, November 15, 2023**
- AESC-1: Conferral of Degrees (Fall) - Johnson
- AESC-2: Degree Program Action (as needed) - Letzring

**Thursday, February 22, 2024**
- AESC-1: Conferral of Degrees (Spring) - Johnson
- AESC-2: Tenure with Hire (as needed) - Johnson

**Wednesday, June 12, 2024**
- AESC-1: Conferral of Degrees (Summer) - Johnson
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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. 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

<table>
<thead>
<tr>
<th>UNIVERSITY PLAN</th>
<th>UNIT PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Plan</td>
<td>Support Strategic Plan at Unit level</td>
</tr>
<tr>
<td>Alignment</td>
<td>Smaller Projects, typically under $2M</td>
</tr>
<tr>
<td>Larger Projects, typically over $2M</td>
<td>Annual plan to state, updates reported quarterly</td>
</tr>
<tr>
<td>Annual request to state for funding</td>
<td></td>
</tr>
<tr>
<td>Capital Improvement Plan (CIP)</td>
<td><strong>Fixed Capital Outlay Budget (FCOB)</strong></td>
</tr>
<tr>
<td><strong>TERMS</strong></td>
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<tr>
<td><strong>Campus Master Plan (CMP)</strong></td>
<td></td>
</tr>
<tr>
<td>10-year plan, approved every 5 years</td>
<td></td>
</tr>
<tr>
<td>Current CMP 2020-30 approved by BOT 11/14/19</td>
<td></td>
</tr>
<tr>
<td><strong>If a project is not on the CMP, it cannot be requested on the EPS</strong></td>
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</tr>
</tbody>
</table>

| **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  
<table>
<thead>
<tr>
<th></th>
<th>Score based on priorities &amp; impact</th>
</tr>
</thead>
</table>
| 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

<table>
<thead>
<tr>
<th>Funding Strategy</th>
<th>Determine the correct funding source for each project</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CIP</strong></td>
<td>PECO    CITF    Debt</td>
</tr>
<tr>
<td></td>
<td>Fundraising</td>
</tr>
<tr>
<td><strong>FCOB</strong></td>
<td>E&amp;G Operating    Carryforward    DSO</td>
</tr>
<tr>
<td></td>
<td>Auxiliary    Contracts &amp; Grants    Other</td>
</tr>
</tbody>
</table>
SCHEDULE

NOV  DEC  JAN  FEB  MAR  APR  MAY  JUN

Identify & Assess
Align & Prioritize
Review Refine
Recommend
Approve

Submit projects for consideration
Assessment & verification
Prioritize projects
Evaluate funding options
Draft Plan
Review Plan
Adjust Plan
Final Plan Approval

Campus Stakeholders
Facilities Planning Studies
Facilities Planning
Capital Project Planning Committee
Finance
President Review
President Cabinet
Board of Trustees
FY2024-25 CAPITAL IMPROVEMENT PLAN

MAY 2023
FY 2024-25
to
FY 2028-29

PECO *
#1 Research II
#2 Howard Phillips Hall Remodel
#3 Discovery and Innovation Hub
#4 FSEC Renovation
#5 Engineering 2 Remodel

CITF
RWC Deferred Maintenance
Creative School

Back of Bill (Debt, P3)
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
HOWARD PHILLIPS HALL REMODEL/RENOVATION

64,619gsf, $32.3M total project cost

- Building is high on the FCA list for renovation/remodel needs
- Full building interior renovation to optimize space utilization, drive collaboration, and provide flexible work modalities
- Co-locate departments and right-size room areas from space study results
DISCOVERY AND INNOVATION HUB

- 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

100,000gsf, $76.9M total project cost
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
View from Parking Lot
View from
Lake Nona Boulevard
Looking North
View from
Lake Nona Boulevard
Looking West
View from
Lake Nona Boulevard
Looking West
Main Lobby
**COLLEGE OF NURSING SCHEDULE**

5/9/2023

**Task**

- COLLEGE OF NURSING Spending Authority ($4.8M) for DESIGN to BOT Agenda
- BOT Approval for DESIGN
- Advertise, Shortlist, Interview, Select, Contracts w/ Architect
- Health Sciences Master Plan
  - Program Verification
  - Schematic Design
  - SD Cost Estimate
  - Tavistock Review and Approval
- Early Release Package 1 - Electrical Gear
- Early Release Package 1 - GMP
- BOT Review of Materials
- BOT Approval for CONSTRUCTION
  - DD; Early Release Package 2 - MEP Equipment, Curtainwall
  - DD Cost Estimate
  - Early Release Package 2 - GMP
  - 50% CDs; Early Release Package 3 - Civil/Site, Structure, MEP
  - 50% CD Cost Estimate
  - 100% Construction Documents
  - Early Release Package 3 - GMP
  - Early Release Package 3 - Permit
  - Full 100% Construction Documents - GMP
  - Full 100% Construction Documents - Permit
  - Contract Negotiations - Full 100% Construction Documents
  - Construction
  - CO/occupancy
  - Close-out and Move-In

**TODAY**

- *JUNE 2023 BOT - FULL FUNDING APPROVAL*

**2021**

- **2022**

- **2023**

- **2024**

- **2025**

**JULY BOT; DESIGN APPROVAL**

**ADVERTISEMENT**

- **CAMPUSES PLAN**
- **PROGRAM VERIFICATION**
- **SCHEMATIC DESIGN - 11 WEEKS**

**TAVISTOCK REVIEW AND APPROVAL**

- **EARLY RELEASE PACKAGE 1 - ELECTRICAL GEAR**
- **EARLY RELEASE PACKAGE 1 - GMP**

**DESIGN DEVELOPMENT; EARLY RELEASE PACKAGE 2 - MEP EQPT; CURTAINWALL - 12 WEEKS**

**50% CONST DOCS; EARLY RELEASE PACKAGE 3 - CIVIL/SITE, STRUCTURE, MEP - 12 WEEKS**

**COST ESTIMATE**

- **EARLY RELEASE PACKAGE 2 - GMP**

**OPEN FOR FALL 2025**

- **CONSTRUCTION - 18 MONTHS**
- **CO/OCCUPANCY 5/30/25**
- **MOVE-IN & CLOSE-OUT**

*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**

- 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

**PROPOSED**

- 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
BUDGET- $5M
- E&G CF - $5M

PROJECT SCOPE
- Three new AHUs, new pumps
- 233 valves replaced for controls upgrade
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
Linear Generator
LINEAR GENERATOR

BUDGET- $8.8M
- $4.7M UCF
- $4M Duke Energy
- $85K Siemens

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
- Select Architect/Engineer, Scope Project, Issue Purchase Order
  - Programming Proposal and Funding for full design
  - 50% Construction Documents; Early Equipment Package
  - 50% CD review and workshop
  - Early Equipment Package GMP
  - BOT Review
  - BOT Approval
  - Procure Early Equipment
  - 95% Construction Documents
  - 100% Construction Documents
  - Bid/Permit
  - Construction Final Completion

Duke
- 30% Design
- 60% Design
- 90% Design
- 100% Design
- Procure Equipment
- Construction mobilization
- Final Completion

TODAY
- 2022
  - May
  - August
  - October
  - December
  - January
  - March
  - May
- 2023
  - June
  - August
  - October
  - November
  - January
  - February
  - April
  - June
  - July
  - September
  - November
  - December
- 2024
  - April
  - May
- 2025
  - July
  - August

*JUNE 2023 BOT - FULL FUNDING APPROVAL
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

DSC Campus

140

150
Deferred maintenance needs:

- Roof, canopy replacement
- Wood window replacement
- Exterior signage/branding
- Interior refresh
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
  - Discovery and Innovation Hub
- Campus Master Plan update (starts Fall 2023, for November 2024 BOT approval)
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.
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.”
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.

- DEF's 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.

- OUC's 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.
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

Future Regulation

Water Transition
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
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**

<table>
<thead>
<tr>
<th>Over 20 Years Wright/Pierce</th>
<th>Purchased from Municipality</th>
<th>New Water Treatment Plant</th>
<th>Purchased vs New Water Plant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cost</td>
<td>$26,983,854</td>
<td>$50,028,648</td>
<td>($23,044,794)</td>
</tr>
<tr>
<td>Average $/kGal</td>
<td>$5.93</td>
<td>$11.39</td>
<td>($5.46)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Over 30 Years</th>
<th>Purchased from Municipality</th>
<th>New Water Treatment Plant</th>
<th>Purchased vs New Water Plant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Cost</td>
<td>$53,971,983</td>
<td>$74,134,411</td>
<td>($20,162,428)</td>
</tr>
<tr>
<td>Average $/kGal</td>
<td>$8.19</td>
<td>$11.25</td>
<td>($3.06)</td>
</tr>
</tbody>
</table>

- 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
CHILLED WATER DISTRIBUTION IMPROVEMENTS

- Chilled Water (CW) Expansion opportunities on UCF Main Campus is 27%, however, not all areas can receive CW
- District Loop Northeast Expansion – DEP IV to Tower III - Required for future expansion
- Libra Loop – DEP I to Recreation and Wellness (RWC)
- Convocation Center Retail DX to CHW Conversion
- Welcome Center DX to CHW Conversion
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

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hedging</strong></td>
<td>Locking in the price of natural gas for a fixed term</td>
</tr>
<tr>
<td><strong>Thermal Energy Storage</strong></td>
<td>Producing and storing chilled water when electric costs are lower (off-peak), and production is more efficient</td>
</tr>
<tr>
<td><strong>Established Energy Conservation Loan Fund</strong></td>
<td>$2M set aside for ECM’s submitted through the energy audit program.</td>
</tr>
<tr>
<td><strong>Research</strong></td>
<td>Microgrid / Partnerships</td>
</tr>
<tr>
<td><strong>Solar</strong></td>
<td>Floating Solar/ Parking Garages</td>
</tr>
<tr>
<td><strong>Chiller Optimization</strong></td>
<td>Chiller Plants</td>
</tr>
<tr>
<td><strong>Renovations</strong></td>
<td>High Performance Equipment / Buildings</td>
</tr>
<tr>
<td><strong>Energy Audits</strong></td>
<td>Building audits to identify ECM’s (energy conservation measures)</td>
</tr>
<tr>
<td><strong>Microgrid / Alternative Fuels</strong></td>
<td>Existing CHP Return</td>
</tr>
<tr>
<td><strong>Energy Services / Commissioning / Automation</strong></td>
<td>Monitoring and improving building performance</td>
</tr>
<tr>
<td><strong>Hydraulic System Modeling</strong></td>
<td>Find inefficiencies of water and chilled water distributions systems.</td>
</tr>
</tbody>
</table>
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 NOx, 60% reduction of VOCs, and 50% reduction of CO2 (roughly 3,000 tons/year).
MAIN CAMPUS COST PER GSF

FY22: $2.23
FY21: $2.01
FY20: $2.00
BUILDING LEVEL COST PER GSF

- Biological Sciences: $9.36
- Chemistry: $9.58
- College of Sciences: $9.74
- CREOL: $13.09
- Burnett Biomedical Sciences: $13.62
- ARA Drive Research Facility: $15.58
- MAE/OM Laboratory: $18.38
HISTORIC COST INCREASES

Main Campus Energy & Cost Variation by GSF
UCF Energy Use Intensity (EUI)
Rolling 12-month (kBTU/GSF)
Combined Heat & Power Plant Output Efficiency
*(Rolling 12-month Data)*
Main Campus Water Consumption
Rolling 12-month (Gal/GSF)

Use (Gallons)

Gallons per Square Foot (Gal/GSF)

Running 12m (Gal)  Use per GSF (Gal/GSF)
Main Campus Utility Cost
Rolling 12-month ($/GSF)

<table>
<thead>
<tr>
<th>Year</th>
<th>Running 12M Cost ($)</th>
<th>Cost per GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>$23,305,683</td>
<td>$2.16</td>
</tr>
<tr>
<td>2022</td>
<td>$23,478,478</td>
<td>$2.18</td>
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<tr>
<td>2021</td>
<td>$23,671,581</td>
<td>$2.20</td>
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<tr>
<td>2022</td>
<td>$23,923,855</td>
<td>$2.22</td>
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<tr>
<td>2021</td>
<td>$24,336,869</td>
<td>$2.26</td>
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<tr>
<td>2022</td>
<td>$24,741,830</td>
<td>$2.30</td>
</tr>
<tr>
<td>2021</td>
<td>$25,105,370</td>
<td>$2.33</td>
</tr>
<tr>
<td>2022</td>
<td>$25,479,169</td>
<td>$2.37</td>
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<td>2021</td>
<td>$25,719,767</td>
<td>$2.41</td>
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<tr>
<td>2022</td>
<td>$25,897,432</td>
<td>$2.41</td>
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<tr>
<td>2021</td>
<td>$26,259,155</td>
<td>$2.44</td>
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<tr>
<td>2022</td>
<td>$26,625,131</td>
<td>$2.44</td>
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<tr>
<td>2021</td>
<td>$27,221,428</td>
<td>$2.53</td>
</tr>
</tbody>
</table>

Cost per Square Foot ($/GSF)
# UES Key Performance Indicators

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>U1.1 Utility Cost per GSF - All Campuses Combined</strong>&lt;br&gt;(Rolling 12-month data)</td>
<td>&lt;= $2.25</td>
<td>&gt; $2.25</td>
<td>&lt;= $2.75</td>
<td>&gt;= $2.75</td>
<td>$2.48</td>
<td>$2.50</td>
<td>$2.53</td>
<td>$2.54</td>
<td>$2.57</td>
</tr>
<tr>
<td><strong>U1.2 Utility Cost per GSF - Main Campus</strong>&lt;br&gt;(Rolling 12-month data)</td>
<td>&lt;= $2.25</td>
<td>&gt; $2.25</td>
<td>&lt;= $2.75</td>
<td>&gt;= $2.75</td>
<td>$2.37</td>
<td>$2.39</td>
<td>$2.41</td>
<td>$2.41</td>
<td>$2.44</td>
</tr>
<tr>
<td><strong>U1.3 Energy Use Intensity - All Campuses Combined</strong>&lt;br&gt;(Rolling 12-month data)</td>
<td>&lt;=150</td>
<td>&gt; 150</td>
<td>200</td>
<td>&gt;=200</td>
<td>149.4</td>
<td>149.8</td>
<td>150.5</td>
<td>151.0</td>
<td>150.0</td>
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<tr>
<td><strong>U1.4 Energy Use Intensity - Main Campus</strong>&lt;br&gt;(Rolling 12-month data, kBTU/GSF)</td>
<td>&lt;=150</td>
<td>&gt; 150</td>
<td>200</td>
<td>&gt;=200</td>
<td>135.3</td>
<td>136.1</td>
<td>136.3</td>
<td>135.3</td>
<td>134.7</td>
</tr>
<tr>
<td><strong>U1.5 Chilled Water Plant Efficiency (kW/Ton/Plant)</strong>&lt;br&gt;(Monthly kW/Ton Efficiency)</td>
<td>&lt;= 0.70</td>
<td>&gt; 0.70</td>
<td>&lt;= 0.85</td>
<td>&gt;=0.90</td>
<td>0.73</td>
<td>0.72</td>
<td>0.71</td>
<td>0.70</td>
<td>0.74</td>
</tr>
<tr>
<td><strong>U1.6 Combined Heat &amp; Power Plant Runtime Efficiency</strong>&lt;br&gt;(Rolling 12-month data)</td>
<td>&lt;93%</td>
<td>&gt;= 93%</td>
<td>&lt;= 95%</td>
<td>&gt; 95%</td>
<td>47%</td>
<td>50%</td>
<td>54%</td>
<td>61%</td>
<td>64%</td>
</tr>
<tr>
<td><strong>U2.1 Water Use per GSF - All Campuses Combined</strong>&lt;br&gt;(Rolling 12-month data)</td>
<td>&lt;= 12</td>
<td>&gt;12.00</td>
<td>&lt; 13.00</td>
<td>&gt;=13</td>
<td>12.84</td>
<td>12.995</td>
<td>12.875</td>
<td>12.873</td>
<td>12.815</td>
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<tr>
<td><strong>U2.2 Water Use per GSF - Main Campus</strong>&lt;br&gt;(Rolling 12-month data, Gal/GSF)</td>
<td>&lt;= 18</td>
<td>&gt;18.00</td>
<td>&lt; 23.00</td>
<td>&gt;=23.00</td>
<td>20.60</td>
<td>20.900</td>
<td>21.000</td>
<td>21.500</td>
<td>21.600</td>
</tr>
<tr>
<td><strong>U2.3 Reclaim vs Potable Savings - MC Plants</strong>&lt;br&gt;(Rolling 12-month data)</td>
<td>&lt;= 30</td>
<td>&gt;30.00</td>
<td>&lt; 40.00</td>
<td>&gt;=40.00</td>
<td>36.6%</td>
<td>33.7%</td>
<td>30.8%</td>
<td>27.0%</td>
<td>24.4%</td>
</tr>
</tbody>
</table>
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

- Uniformat 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

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Building Count</th>
<th>GSF</th>
<th>Assessed Building Count*</th>
<th>Assessed GSF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auxiliary</td>
<td>124</td>
<td>6,912,994</td>
<td>116</td>
<td>5,659,165</td>
</tr>
<tr>
<td>DSO</td>
<td>43</td>
<td>2,454,602</td>
<td>43</td>
<td>2,454,602</td>
</tr>
<tr>
<td>E&amp;G</td>
<td>126</td>
<td>5,524,243</td>
<td>125</td>
<td>4,999,243</td>
</tr>
<tr>
<td></td>
<td>293</td>
<td>14,891,839</td>
<td>284</td>
<td>13,113,010</td>
</tr>
</tbody>
</table>

*Excludes leased spaces
Renovation Age Category

Buildings Over 50
Life cycles of major building components are past due. Failures are possible. Core modernization cycles are missed. Highest risk

Buildings 25 to 50
Major envelope and mechanical life cycles come due. Functional obsolescence prevalent. Higher risk

Buildings 10 to 25
Short life-cycle needs; primarily space renewal. Medium risk

Buildings Under 10
Little work. “Honeymoon” period. Low risk

UCF Total Building Age

GSF by Age Category

Average Building Age by Area
Higher Education Waves of Construction

<table>
<thead>
<tr>
<th>System</th>
<th>Life Cycle</th>
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<tbody>
<tr>
<td>Roofing</td>
<td>25 years</td>
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<tr>
<td>Electrical</td>
<td>25 years</td>
</tr>
<tr>
<td>Exteriors</td>
<td>30 years</td>
</tr>
<tr>
<td>HVAC</td>
<td>30 years</td>
</tr>
<tr>
<td>Plumbing</td>
<td>35 years</td>
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</tbody>
</table>
Total Identified Needs by Timeframe

10-Year Identified Needs

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Description</th>
<th>Needs, $ in millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Needs to be addressed in 1 – 3 years</td>
<td>$222</td>
</tr>
<tr>
<td>B</td>
<td>Needs to be addressed in 4 – 7 years</td>
<td>$265</td>
</tr>
<tr>
<td>C</td>
<td>Needs to be addressed in 8 – 10 years</td>
<td>$273</td>
</tr>
</tbody>
</table>

$760M of Total Campus Needs Over 10 Years
Identified Need by Area

10 Year Total Need by Funding Source by Timeframe

UCF Total: $760,459,316
$/GSF Provides Insight into Relative Building Condition

10-Year Need for Top 10 Buildings, by Timeframe, $/GSF

Focuses on buildings over 30,000 GSF

SPECTRUM STADIUM $207
JIMMIE A. FERRELL STUDENT SERVICES COMMONS BUILDING 'A' (LIVE OAK EVENT CENTER) $207
CHEMISTRY $196
FSEC 1 - OFFICE BLDG $174
HERCULES BUILDING 108 $173
BIOLOGICAL SCIENCES $172
NIKE BUILDING 101 $169
ORANGE HALL $160
SEMINOLE HALL $158
CREOL $157

Total Need, $/GSF

Timeframe A
Timeframe B
Timeframe C

Focuses on buildings over 30,000 $/GSF

8
HVAC is the greatest need

10 Year Total Need by Funding Source by Timeframe

UCF Total: $760,459,316

D30 - HVAC
B30 - Roofing
D50 - Electrical
G40 - Site Electrical Utilities
G20 - Site Improvements
C30 - Interior Finishes
B20 - Exterior Enclosure
D20 - Plumbing
Other
E10 - Equipment

Timeframe A
Timeframe B
Timeframe C
HVAC is the greatest need

Timeframe A Distribution of Total UCF Needs, by System

- D30 - HVAC: 35%
- G40 - Site Electrical Utilities: 13%
- B30 - Roofing: 10%
- B20 - Exterior Enclosure: 7%
- G20 - Site Improvements: 6%
- Other: 4%
- C30 - Interior Finishes: 3%
- D20 - Plumbing: 1%
- E10 - Equipment: 1%

Timeframe A Needs by System

- HVAC: $77
- Electrical: $44
- Utilities: $28
- Roofing: $21
- Exterior Enclosure: $16
- Site Improvements: $13
- Interior Finances: $10
- Equipment: $7
- Plumbing: $3

Timeframe A Total: $222,264,250
Building FCI Informs Investment Strategy – E&G

Investment Strategy

Above 50%
Transitional/Gut Renovation/Demo Stage

30% - 50%
Systemic Renovation Stage

15% - 30%
Repair and Maintain Stage

0% - 15%
Capital Upkeep Stage

Facilities Condition Index

- FSEC 1 - OFFICE BLDG, 39%
- THEATER, 35%
- BURNETT HONORS COLLEGE, 35%
- Barbara Ying Center, 34%
- CREOL, 23%
- ENGINEERING RESEARCH PAVILION (NANOTECHNOLOGY LAB), 18%
- MEDICAL EDUCATION BUILDING (COLLEGE OF MEDICINE), 6%
- VISUAL ART, 13%
- CAREER SERV AND EXPERIMENTAL LEARNING, 7%
- DR. PHILLIPS ACADEMIC BUILDING, 2%
- BARBARA YING CENTER - CMMS, 9%
- ENGINEERING FIELD LAB, 5%
- Recycling enter, 4%
- ENGIEERING I, 1%
Building FCI Informs Investment Strategy – Housing

**Investment Strategy**

**Above 50%**
- Transitional/Gut Renovation/Demo Stage
  - LIBRA COMMUNITY CENTER (COMMONS), 38%
  - CITRUS HALL, 34%
  - FLAGLER HALL, 34%
  - SEMINOLE HALL, 33%
  - HOUSING ADMINISTRATION, 32%
  - HERCULES BUILDING 108, 25%
  - LAKE CLAIRE BUILDING 61, 23%

**30% - 50%**
- Systemic Renovation Stage
  - ORANGE HALL, 32%
  - LAKE CLAIRE BUILDING 67, 22%
  - NIKE BUILDING 103, 17%
  - LAKE CLAIRE BUILDING 65, 13%
  - NEPTUNE BUILDING 158, 6%

**15% - 30%**
- Repair and Maintain Stage

**0% - 15%**
- Capital Upkeep Stage
Building FCI Informs Investment Strategy – Others

Investment Strategy

- Above 50%
  - Transitional/Gut Renovation/Demo Stage

- 30% - 50%
  - Systemic Renovation Stage

- 15% - 30%
  - Repair and Maintain Stage

- 0% - 15%
  - Capital Upkeep Stage
Parking Garage Assessment By TLC Engineering

10 Year Parking Garage Costs $11.3M

Garage A: $1,428,364
Garage B: $1,226,314
Garage C: $1,309,359
Garage D: $838,286
Garage E: $786,679
Garage F: $1,082,244
Garage G: $697,859
Garage H: $1,465,175
Garage I: $1,385,783
Garage Libra: $1,073,051

Permitting Fees
Construction Fees
Design Fees
Contingency Estimate
Priority 4 Repairs
Priority 3 Repairs
Priority 2 Repairs
Parking Lot Needs Assessment by AVCON, Inc.

10 Year Parking Lot Costs

Total Need, $

$13.1 M

- "A" Parking Lots: $37,500
- "B" Parking Lots: $3,578,620
- "C" Parking Lots: $421,880
- "D" Parking Lots: $2,994,230
- "E" Parking Lots: $778,870
- "F" Parking Lots: $27,000
- "H" Parking Lots: $1,974,190
- Building Associated Lots: $1,791,028
- Roadway Projects: $1,324,450
- Rosen Parking Lots: $150,000
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

UCF's 10 Year Need, $760,459,316
17% FCI

UCF's Total Replacement Value, $4,579,800,388

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

Current Replacement Value, $4,579,800,388

Annual Funding Level, $70,950,681

0% - 15%
Capital Upkeep Stage

15% - 30%
Repair and Maintain Stage

30% - 50%
Systemic Renovation Stage

Above 50%
Transitional/Gut Renovation/Demo Stage

UCF's 10 Year Need, $760,459,316
17% FCI
## Annual Funding Needed By Area

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