



August 18, 2022 UCF Board of Trustees Meeting

Board of Trustees

UCF FAIRWINDS Alumni Center

Aug 18, 2022 9:00 AM - 11:00 AM EDT

Table of Contents

I. Five Things to Know.....	2
II. Revised Agenda.....	3
III. Minutes of the May 26, 2022 meeting; May 31, 2022 and July 12, 2022 special meetings.....	5
IV. Remarks	
V. Naming of the UCF Arena.....	18
VI. Discussion	
A. DISC-1 Strategic Plan Implementation Overview.....	21
B. INFO-1 FY23 Board of Trustees Work Plan Summary.....	23
C. DISC-2 Knight Vision ERP Implementation Update.....	31
VII. Announcements	
VIII. Adjournment	



5 THINGS TO KNOW

READ MORE ABOUT UCF AT [UCF.EDU/NEWS](https://ucf.edu/news)



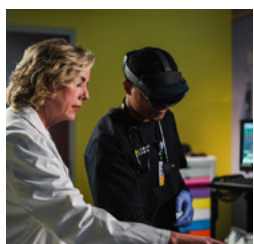
3 UCF Colleges Receive \$4.5M for Infectious Disease, Travel Health Research Initiative

UCF's new Infectious Disease and Travel Health Initiative will leverage expertise from tourism, biomedical sciences, engineering and nanoscience faculty to help businesses recover from vulnerabilities and prepare for the potential of another pandemic.



2 8 UCF Researchers, 1 Alumna Conduct Research from James Webb Space Telescope Images

Using the world's mightiest space telescope, the researchers were selected from 1,100 proposals to explore astronomical wonders, such as asteroids, Centaurs, objects found past Neptune, and Pluto and Uranus' moons.



3 UCF Nursing's Simulation Center Awarded New International Endorsement

The Simulation, Technology, Innovation & Modeling Center is among an elite group of nine simulation programs worldwide — and the only one in Florida — to earn the new Healthcare Simulation Standards Endorsement from the International Nursing Association for Clinical Simulation and Learning. The center was also recognized for its commitment to innovation in simulation learning experiences.



4 UCF Student is 1 of 20 Selected for Inaugural International Optica Women Scholars Award

Photonic science and engineering student Isabella Pardo — who currently researches fueling space travel — beat more than 160 applications for the honor, which provides her a \$10,000 scholarship, professional development aid, mentorship, and a global network of colleagues.



5 UCF Selected as a Preferred Partner for 2 Student Success Initiatives

UCF has joined a national partnership with Google and the Hispanic Association of Colleges and Universities leading to a \$50,000 grant that provides learning resources for current students and recent alums. The program will serve students of all backgrounds, with an intentional emphasis on ensuring equitable outcomes for Hispanic students. The [Lumina Foundation](#) also selected UCF to share a \$400,000 grant with FIU and USF to help more than 5,000 transfer students earn their degrees by 2027.

Board of Trustees Meeting
 August 18, 2022
 FAIRWINDS Alumni Center
 9:00 a.m. – 11:00 a.m.

Livestream: <https://youtu.be/V3cdrDyKTKU>

REVISED AGENDA

- | | |
|---|---|
| 1. Call to Order and Welcome | Alex Martins, <i>Chair, UCF Board of Trustees</i> |
| 2. Roll Call | Karen Monteleone, <i>Assistant Vice President, Board Relations</i> |
| 3. Public Comment | Karen Monteleone |
| 4. Minutes of the May 26, 2022 meeting;
May 31, 2022 and July 12, 2022
special meetings | Chair Martins |
| 5. Remarks (40 minutes) | Chair Martins

President's Update
Alexander N. Cartwright, <i>President</i> |
| 6. New Business (10 minutes) | |
| BOT – 1 | Naming of the UCF Arena
Terry Mohajir, <i>Vice President and Director of Athletics, UCF and CEO, UCFAA</i>
Terry Donovan, <i>Senior Executive Associate Athletics Director and CFO, UCFAA</i>
Jordan Clark, <i>Associate General Counsel, UCF and Counsel, UCFAA</i> |
| 7. Discussion (60 minutes) | |
| DISC – 1 | Strategic Plan Implementation Overview
President Cartwright
Michael D. Johnson, <i>Provost and Executive Vice President for Academic Affairs</i>
M. Paige Borden, <i>Chief Analytics Officer</i> |
| INFO – 1 | FY23 Board of Trustees Work Plan Summary
Mike Kilbride, <i>Executive Chief of Staff</i>
Karen Monteleone |



Board of Trustees

Meeting Agenda

DISC – 2

Knight Vision ERP Implementation Update
Misty Shepherd, *Senior Associate Vice President for Financial Affairs*; Maureen Binder, *Chief Human Resources Officer*; Cherie Herrin, *Interim Associate Vice President and Deputy Chief Information Officer*; Kathleen Winningham, *Senior Director for kNEXT*; and Joel Levenson, *Assistant Vice President for Tax, Payables and Procurement*

8. Announcements

August 26, 2022

Board of Governors Meeting
(Virtual)

September 13 – 14, 2022

Board of Governors Meeting
(University of West Florida, Pensacola)

September 28, 2022

Board of Trustees Committee Day
(Live Oak Event Center)

September 29, 2022

Board of Trustees Meeting
(Live Oak Event Center)

9. Adjournment

Chair Martins

Minutes

Board of Trustees Meeting
University of Central Florida
May 26, 2022

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

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting in person: Chair Alex Martins and Trustees Tiffany Altizer, Bill Christy, Joseph Conte, Danny Gaekwad, Stephen King, Daniella Lopez, Caryl McAlpin, Michael Okaty and Beverly Seay.

Trustees Jeff Condello and John Miklos attended virtually. Vice Chair Harold Mills was not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

MINUTES

A motion to approve the meeting minutes of the February 23, 2022, regular board meeting; the March 17, 2022, and April 26, 2022, special board meetings; and the board workshops of March 17, 2022, April 21, 2022, and April 26, 2022, was made by Altizer, and unanimously approved as submitted.

REMARKS

Martins welcomed Trustees Stephen King and Daniella Lopez to the Board of Trustees. He recognized Former Trustee Meg Hall and thanked her for her service to the university and the Board.

Martins said that earlier this month, President Cartwright was invited to join the prestigious Florida Council of 100 – the nonprofit, nonpartisan organization of business leaders, which exists to promote the economic growth of Florida and improve the economic well-being and quality of life of its citizenry.

Martins provided Board of Governors (BOG) updates, including:

- Civil Discourse Final Report
 - The BOG released a submission date of October 3, 2022, for a board-approved Civil Discourse Recommendation Implementation Plan.

- He noted that Trustee McAlpin has met with the team assigned by Cartwright to conduct the requested reviews and develop an implementation plan, with the expectation that a final presentation and approval of UCF's plan will be shared at the September 29, 2022, BOT meeting.
- Cybersecurity Risk Assessments
 - Martins thanked Trustee Seay for her work with Matt Hall, Vice President for Information Technology and Chief Information Officer, to prioritize the cyber security issues that Board members should be made aware of.
 - Updates on the university's current risk assessment and cybersecurity risk mitigation efforts were presented at the May 25, 2022, Audit and Compliance Committee meeting.
 - Additionally, Martins noted that Trustees were offered the opportunity for individual briefings on the more sensitive topics that cannot be discussed in a public meeting.

Martins concluded his remarks with a review of the Board for Fiscal Year 2022.

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

President's Update

Cartwright's update:

- Highlighted BOT Member Recognitions and Engagements:
 - Martins was honored as the 2022 Golden Eagle Honoree by the Boy Scouts of America Central Florida Council, an award that recognizes outstanding community leaders for their service.
 - Mills recently participated in two campus events: as a judge in The Joust New Venture Competition, UCF's version of *Shark Tank*, and at the all-day UCF Day of Giving campus event that created awareness around the impact of philanthropy and supporting UCF.
- UCF Excellence:
 - The College of Medicine hosted its tenth Spring Commencement Ceremonies. The college has graduated 956 doctors and gained a national reputation for excellence, innovation and a pioneering spirit since it was established in 2006.
 - Recognized Duyer Primera, a graduate of the UCF College of Business Integrated Business program, to address the Board on his student journey.
 - UCF Alumni hosted its annual 30 Under 30 Awards where the highest-achieving young alumni were recognized for the impact they made in their professions, in their community and at the university post-graduation.
 - Founders Day was celebrated in April. Dr. Enrique Del Barco and Dr. Timothy Sellnow were honored as Pegasus Professors.
 - 2022 Reach for the Stars Awards honored highly successful research and creative activity accomplished by early career university professionals.

- 2022 Order of Pegasus recognized students with exemplary academic achievement, university involvement, leadership and community service.
- Athletic accomplishments, including softball advancing to the NCAA Super Regionals and baseball's #2 seed in the American Athletic Conference tournament.
- UCF Celebrates the Arts Festival involved more than 1,000 UCF artists in award-winning, family-friendly events.
- UCF Day of Giving raised \$3.7 million from over 4,400 donors, reflecting a 339% increase in dollars and 40% increase in donors.
- Academic Leadership Updates:
 - After a national search, Dr. Paul Dosal was selected as Senior Vice President for Student Success.
- Acknowledged the work of faculty and staff involved in strategic planning, university-wide transformation of business systems and processes, and daily dedication to innovative teaching and research.

NEW BUSINESS

BOT – 1 Unleashing Potential: Becoming the University for the Future | 2022 – 2027 Strategic Plan

Martins reminded the Board that he appointed an Ad Hoc Strategic Planning Committee to govern the creation of UCF's next strategic plan in August 2021. He reiterated that the full Board carries the responsibility for Strategic Planning and the Board, as a body, will take the actions necessary to ensure its implementation and accountability.

Martins called on Cartwright for remarks and to moderate the 2022 – 2027 Strategic Plan presentation.

Cartwright said the Strategic Plan is focused on pursuing excellence, is steadfastly committed to providing access and opportunity and was written by the university's community.

Ron Piccolo, Special Assistant to the President for Strategic Planning and Galloway Professor of Management, provided an overview of the strategic planning process and key take-aways from his work that influenced the final document.

Cartwright said the result of this collective work is a plan that is clear, actionable, comprehensive, forward-thinking, student focused, high-impact and absolutely as unique as UCF is. He said the plan includes a new mission statement.

Michael Johnson, Provost and Executive Vice President for Academic Affairs, and Piccolo outlined the four priority areas of the Strategic Plan:

- Student Success and Well-Being
- Discovery and Exploration
- Community and Culture
- Innovation and Sustainability

The trustees had the following comments:

- Condello asked if there would be intermittent benchmarks for student success. Johnson and Cartwright qualified there would be several annual opportunities for intermittent benchmark data to be presented to the Board, mentioning the Accountability Plan and the President's annual goals.
- McAlpin asked how members of the President's Cabinet are held accountable for goals in the Strategic Plan. Cartwright said that cabinet members will have specific deliverables and colleges will have response plans for contributing to the goals outlined in the Strategic Plan.
- Conte asked if deans will still create strategic plans for their colleges. Cartwright said they would with the intent that those plans are aligned with the university's Strategic Plan.
- King mentioned that an investment in additional faculty was welcomed because without more faculty, UCF will not be able to achieve the student success, research, or partnership goals expected by 2027.
- Seay pointed out that in addition to basic research, there is an emphasis on applied and clinical research, which will also increase the university's contracting ability, serve the community well because it will be application oriented and provide students with increased experiential learning opportunities.
- Conte asked if the university has identified resources for the salary requirements of additional faculty. Johnson said the critical need for increasing recurring resources to hire more faculty has been recognized.
- Seay asked if the Community and Culture priority will help the different areas of the university to work with specific partnerships. Piccolo said that the plan calls for coordination among community-facing functions, especially in the development of strategic partnerships. He said the approach to partnerships will be evaluated and reviewed in the hopes of improving this issue.
- Conte asked if the university's pursuit of carbon neutrality as part of its long-term sustainability plan is a system-wide goal encouraged by the BOG. Piccolo said, and Jon Varnell confirmed, that campus sustainability is not part of the BOG's evaluation criteria. Piccolo said UCF is distinguishing itself with a commitment to sustainability.

Piccolo outlined the five areas of focus in the Strategic Plan:

- Space Technologies and Systems
- Entertainment and Immersive Experiences
- Health and Human Performance
- Energy and Sustainability
- Transformative Technologies and National Security

The trustees had the following comments:

- Martins said he appreciates that the Strategic Plan identifies the university's areas of strengths, as this is a question the Board has been asking for some time.
- Gaekwad asked about the university's relationship with Space Florida. Seay outlined several areas where there has been collaboration between the university

and Space Florida. Cartwright said the university is working to identify additional opportunities to foster this relationship.

Cartwright outlined resources for investing in excellence and next steps. He said the team will provide an in-depth summary and overview on implementation efforts during the August Board meeting.

The trustees had the following comments:

- Christy asked that the university continue to engage UCF Alumni. Martins said that the university's next major giving campaign will be within the next five years.
- McAlpin asked for clarification on the timeline for hiring the new Senior Vice President for Advancement and Partnerships. Cartwright said the expectation is for the position to be filled by Fall of this year.
- Martins suggests that the Ad Hoc Strategic Planning Committee meet on an ad-hoc basis to track the Strategic Plan's accountability.
- Seay requested that the Committees understand what pieces of the Strategic Plan fall under their responsibility.
- Conte suggests that the Ad Hoc Strategic Planning Committee also consider staff performance relevant to the goals in the Strategic Plan.

Conte made a motion to approve BOT – 1, the University of Central Florida's 2022 – 2027 Strategic Plan and revised mission statement, with Gaekwad providing the second. The motion passed unanimously.

BOT – 2 Memorandums of Understanding between the University of Central Florida Board of Trustees and the United Faculty of Florida (UFF) and the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA)

McAlpin made a motion to approve BOT-2, with Altizer providing the second. The motion passed unanimously.

COMMITTEE REPORTS

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

ACADEMIC EXCELLENCE AND STUDENT SUCCESS COMMITTEE REPORT

Seay, Chair of the Academic Excellence and Student Success Committee, reported highlights from the committee meeting held on May 25, 2022.

Seay reported that AES-1 through AES-3 were unanimously approved by the committee and placed on the Board's consent agenda.

AUDIT AND COMPLIANCE COMMITTEE REPORT

Christy, Chair of the Audit and Compliance Committee, reported highlights from the committee meeting held on May 25, 2022.

BUDGET AND FINANCE COMMITTEE REPORT

Altizer, Budget and Finance Committee member, reported highlights from the committee meeting held on May 19, 2022.

BUD – 1 Proposed 2022 – 2023 University Operating Budget

Altizer made a motion to approve BUD-1, with Christy providing the second. The motion passed unanimously.

BUD – 2 Proposed 2022 – 2023 University Spending Authority

Altizer made a motion to approve BUD-2, with McAlpin providing the second. The motion passed unanimously.

BUD – 3 UCF Convocation Series 2018A Bond Interest Rate Reduction

Altizer summarized the terms of BUD – 3, noting that TD Bank has submitted a proposal to the UCF Convocation Corporation to reduce the interest rate for the existing Series 2018 Capital Improvement Refunding Revenue Bonds. The Committee unanimously approved authorizing the UCF Convocation Corporation to move forward with the TD Bank rate reduction proposal, including the extension of the Make Whole provision to July 1, 2032, with the condition that the indicative fixed interest rate will not exceed 3.07% at the time of final pricing.

Altizer made a motion to approve BUD-3, with Conte providing the second. The motion passed unanimously.

Altizer reported that BUD-4 through BUD-7 were unanimously approved by the committee and placed on the Board's consent agenda.

FACILITIES AND INFRASTRUCTURE COMMITTEE REPORT

Condello, Vice Chair of the Facilities and Infrastructure Committee, reported highlights from the committee meeting held on May 25, 2022.

FAC – 1 Five-Year Capital Improvement Plan FY23-24 Through FY27-28

Condello made a motion to approve FAC-1, with McAlpin providing the second. The motion passed unanimously.

Condello reported that FAC-2 and FAC-3 were unanimously approved by the committee and placed on the Board's consent agenda.

GOVERNANCE COMMITTEE REPORT

Okaty, Chair of the Governance Committee, reported highlights from the committee meeting held on May 25, 2022.

Okaty reported that GOV-1 through GOV-6 were unanimously approved by the committee and placed on the Board's consent agenda.

STRATEGIC PARTNERSHIPS AND ADVANCEMENT COMMITTEE REPORT

Conte, Chair of the Strategic Partnerships and Advancement Committee, stated that the committee had not met since the last Board meeting.

CONSENT AGENDA

Gaekwad requested that AES-2: 2022 UCF Tenure Recommendations and AES-3: Tenure with Hire be removed from the consent agenda. Conte made a motion to approve the consent agenda with the removal of AES-2 and AES-3 for discussion, which Altizer seconded. The revised consent agenda was unanimously approved.

AES – 2: 2022 UCF Tenure Recommendations and AES – 3: Tenure with Hire

Christy made a motion to approve AES-2 and AES-3, with McAlpin providing the second. The motion passed with opposition from Gaekwad.

ANNOUNCEMENTS

Martins made several announcements regarding upcoming meetings.

ADJOURNMENT

Martins adjourned the board meeting at 12:04 p.m.

Reviewed by: _____ Date: _____

Alex Martins, Chair, UCF Board of Trustees

Respectfully submitted: _____ Date: _____

Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees
Special Meeting
University of Central Florida
May 31, 2022**

Chair Alex Martins called the Board of Trustees Special Meeting to order at 11:30 a.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Trustees Tiffany Altizer, Jeff Condello, Joseph Conte, Stephen King, Daniella Lopez, John Miklos, Michael Okaty and Beverly Seay. Trustees Danny Gaekwad and Caryl McAlpin joined via teleconference.

Vice Chair Harold Mills and Trustee Bill Christy were not in attendance.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

BOT-1 Naming of the UCF Football Stadium

Martins asked the General Counsel if any disclosures of conflict of interest from the trustees were received. Youndy Cook, Vice President and General Counsel, said Trustee Okaty disclosed a potential conflict. Okaty said there is no direct conflict of interest regarding the subject matter of the vote but rather a potential conflict of interest with the party to whom it relates as a result of mutual interests in an unrelated venture and for the avoidance of doubt, he will abstain from the vote on BOT-1.

Martins said that the Board would consider one item of new business: BOT – 1 Naming of the UCF Football Stadium. He welcomed Terry Mohajir, Vice President and Director of Athletics, to address the Board.

Mohajir provided background on FBC Mortgage and highlighted key points of the sponsorship agreement, noting that further details were included in meeting materials.

Martins recognized President Alexander Cartwright for remarks.

Cartwright emphasized that this naming partnership is recognition of the brand being

developed at UCF. He thanked Mohajir and his team for their hard work, and FBC Mortgage and their principals for their partnership.

Martins said he would entertain a motion to approve naming the football stadium “FBC Mortgage Stadium” for the term of the agreement between the University of Central Florida Athletics Association (UCFAA) and FBC Mortgage, LLC.

Conte moved to approve BOT-1 with Altizer providing the second.

The trustees had the following comments:

- Conte commented that in addition to national recognition, FBC Mortgage also has been named one of the best mortgage lenders in Florida.
- Gaekwad requested confirmation that due diligence by the university’s CFO was conducted. Mohajir said UCFAA has not yet signed the contract pending today’s approval by the Board. He said there is a financial review provision in the contract which would be reviewed by Gerald Hector, Senior Vice President for Administration and Finance, and others. Jordan Clark, Associate General Counsel, said a third-party consultant could also be used should any concerns about the review arise. Clark said a background review on the principals and officers was conducted, with no negative findings to report.
- Gaekwad asked about the ability to address a breach of contract. Clark said the contract has standard clauses, as well as a morals clause giving the university the right to terminate the agreement.

The motion passed unanimously with one abstention from Trustee Okaty.

ADJOURNMENT

Martins adjourned the board meeting at 11:48 a.m.

Reviewed by: _____ Date: _____
Alex Martins, Chair UCF Board of Trustees

Respectfully submitted: _____ Date: _____
Mike Kilbride, Associate Corporate Secretary

**Minutes
Board of Trustees
Special Meeting
University of Central Florida
July 12, 2022**

Chair Alex Martins called the Board of Trustees Special Meeting to order at 2:00 p.m.

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

Karen Monteleone, Assistant Vice President for Board Relations, called the roll and determined a quorum was present.

The following board members attended the meeting virtually: Chair Alex Martins, Vice Chair Harold Mills, Trustees Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, Stephen King, Daniella Lopez, Caryl McAlpin, John Miklos and Beverly Seay.

Trustees Danny Gaekwad and Michael Okaty joined via teleconference.

PUBLIC COMMENT

There were no requests for public comment.

NEW BUSINESS

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

BOT-1 Naming of the Sharon and Marc Hagle Gateway

Martins recognized Terry Mohajir, Vice President and Director of Athletics, to address the Board. Mohajir provided the Board with an overview of the external naming.

Conte moved to approve BOT-1 with Gaekwad providing the second.

The trustees had the following comments:

- Gaekwad asked about gift restrictions. Mohajir clarified that the funds are restricted to facility use and proceeds of the gift commitment will be used to underwrite construction costs of the new and enhanced football campus concept.
- Mills asked about donor appreciation activities to formally recognize this type of gift. Deputy Athletics Director Mark Wright identified several stewardship and recognition efforts including a Legacy Knights level in the Shareholder Society Programming, Stewardship and Recognition model for those donors who have met a \$1 million threshold in their lifetime giving; introduction of Big 12 Founders in the Mission XII initiative; and the opportunity for on-field recognition during the upcoming football season.

The motion passed unanimously.

BOT-2 UCF Athletics Multimedia Rights

Martins recognized Mohajir to address the Board. Mohajir outlined the multimedia rights agreement.

Christy moved to approve BOT-2 with Altizer providing the second.

The trustees had the following comments:

- Martins stated the outline has his support, noting that he and Trustee Christy have experience with multimedia rights agreements. He said he spent a considerable amount of time in discussions with Mohajir and President Cartwright, particularly regarding the length of the agreement, highlighting that the midpoint look-in to review overall performance and market value of the rights was requested and agreed upon.
- Christy also expressed support of the agreement emphasizing that the ability to sell assets as one bundled deal offsets the drain of resources necessary to sell the assets individually. He said the agreement carve-outs requested by the Chair and President, and negotiated by Mohajir, are worthy of congratulations.
- Conte asked about the genesis of the agreement. Mohajir said bundling assets was on the roadmap to achieve Mission XII initiatives.
- Martins reiterated that that this agreement reduces UCF Athletics Association (UCFAA) expenses by approximately \$1 million per year.
- Mills asked if athletics was working on a seven- to ten-year overview of athletics financials, which Mohajir and Terry Donovan, Senior Executive Associate Athletics Director and Chief Financial Officer, confirmed was in process. Cartwright said that work already done on the athletics budgeting process will allow for this requested document to be produced.
- Gaekwad had several qualifying questions including financial terms, clarified by Donovan as quarterly payments after the first transitional year.

The motion passed unanimously.

BOT-3 Amended and Restated Rights Agreement to License Football Stadium Properties between the UCF Stadium Corporation and UCF Athletics Association, Inc.

BOT-4 Premium Seating and Multimedia Rights License Agreement for Arena Properties between UCF Convocation Corporation and UCF Athletics Association, Inc.

Martins recognized Jordan Clark, Associate General Counsel, to address the Board. Clark summarized both proposed agreements.

Martins requested a motion to approve BOT-3 and BOT-4. Christy moved to approve BOT-3 and BOT-4 with Altizer providing the second.

The motion passed unanimously.

DISC-1 College of Nursing Building Project

Martins recognized Michael Johnson, Provost and Executive Vice President for Academic Affairs, to present on the College of Nursing Building Project. Johnson provided background information on the building project.

Martins recognized Trustee McAlpin as Chair of the Facilities and Infrastructure Committee for remarks. McAlpin said she has discussed the College of Nursing Building Project with Jonathan

Varnell, Vice President for Facilities and Business Operations, mentioning that the incoming AVP of Construction will lead this project and that the Facilities team is prepared.

The trustees had the following comments:

- King asked if the size and capacity of the building will allow for the needs of the nursing program going forward. Mary Lou Sole, Dean of the College of Nursing, said the needs for the building were updated in the spring of this year. She said she is confident the building is large enough to grow for the future, highlighting that maximizing the use of state-of-the-art flex space was a consideration.
- Christy said the current nursing shortage allows for the university to be a leader in this area.
- McAlpin asked if design implementation allowed for the building to be expandable. Sole said this will be evaluated. Varnell concurred stating that the selected design firm will be asked to use their expertise to evaluate the use of physical space and challenge assumptions that have been made. Varnell qualified that the full project will be brought to the Board for approval.
- Conte asked about laboratory space. Sole confirmed that 35% of preliminary plans are dedicated to labs.
- Altizer said the current nursing shortage was often commented on during the recent Board of Governors Committee Meetings held at UCF.
- Condello said he looked forward to seeing the design and inquired as to the thought and planning on the size, capacity and building design. Martins said that today's approval is to hire the experts to ensure the university is making the right decisions and designing for the future. Cartwright clarified that estimated number of faculty and programs were considered in the preliminary design process. Varnell said the university's nursing program was a well-constructed plan considering both the academic plan and the nursing building program.

BOT-5 Campus Master Plan Minor Amendment, Nursing Building

Martins recognized Jonathan Varnell, Vice President for Facilities and Business Operations, to address the Board. Varnell explained the necessity of the minor amendment.

McAlpin moved to approve BOT-5 with Altizer providing the second.

The motion passed with opposition from Condello.

BOT-6 College of Nursing Building – Design Approval

BOT-7 Health Sciences Campus Parking Garage – Design Approval

Martins recognized Varnell to address the Board. Varnell provided a summary of the two design approvals.

Martins requested a motion to approve BOT-6 and BOT-7. Conte moved to approve BOT-6 and BOT-7 with McAlpin providing the second.

The trustees had the following comments:

- Conte asked who will manage the Nursing Building Project philanthropic efforts. Cartwright said this is an important priority and efforts will be coordinated by him, Dean Sole, and certain Trustees with support provided by Advancement staff.
- Condello asked for clarification on building size and budget. Varnell confirmed it will be a 90,000-square-foot building and that although budget costs are several years old, he

believes it is a good number if the current market holds. Varnell also noted that there have been two years of historic construction cost increases as a caution, not knowing where the market might be a year from now. He said determining cost is a triangulated effort including the consideration of recent building project costs; the use of a state form to build the elements of the project to create the cost number; and working closely with Sole on the management of the project.

The motion passed unanimously.

BOT-8 FY 2023 – 24 UCF Legislative Budget Requests (Operations)

Martins recognized President Alexander Cartwright and Provost Michael Johnson to moderate this discussion. Johnson provided an executive summary of the Legislative Budget Requests outlined in the meeting materials.

McAlpin moved to approve BOT-8 with King providing the second.

The trustees had the following comments:

- Mills asked how these proposals will contribute to preeminence research goals. Johnson said the University of Distinction and UCF Academic Health Sciences Center (AHSC) proposals are expected to directly strengthen research including garnering external funding, research contracts and grants. Mills asked if there are estimates on the amount of research dollars that could be gained. Cartwright said there were estimates on faculty numbers and the average research dollars that they could generate. He also noted that the AHSC request has a larger number of post-doctoral associates, which is another preeminence metric.

The motion passed. Trustees Gaekwad, Miklos and Seay were not present for this vote.

ADJOURNMENT

Martins adjourned the board meeting at 3:26 p.m.

Reviewed by: _____

Alex Martins, Chair UCF Board of Trustees

Date: _____

Respectfully submitted: _____

Mike Kilbride, Associate Corporate Secretary

Date: _____



Board of Trustees Regular Meeting | August 18, 2022

BOT-1: Naming of the UCF Arena

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: August 18, 2022

Purpose and Issues to be Considered:

Approve the naming of the UCF Arena, "Addition Financial Arena" pursuant to a qualified sponsorship between UCF Athletics Association, Inc. ("UCFAA") and Addition Financial Credit Union ("Addition").

Background Information:

Addition Financial's origin dates back to 1937 when 23 educators from Orange County joined together to create a better financial alternative. They created Orange County Teachers' Federal Credit Union. From its beginning in 1937 through today, Addition Financial remains committed to its core principles of community, service, and education. As a member-owned, not-for-profit financial cooperative it exists for the benefit of its members. Addition Financial, whose mission is to bring financial education and success to everyone, has grown to one of the largest credit unions in Central Florida. Addition believes in building trusted relationships with its members and helping them create successful outcomes in their lives.

Recently UCFAA began negotiations with Addition to extend the naming rights agreement, which began in 2013. The value of the qualified sponsorship totals \$20 million over a 12-year period. If the naming is approved, UCFAA would finalize the agreement that will become effective January 1, 2023 and extend for twelve years.

UCFAA shall have the absolute right to terminate the Agreement in the event the entity fails a financial diligence assessment. The diligence assessment period shall last for 30 days and shall commence upon the execution of the agreement.

BOG Regulation 9.005 requires the Board of Trustees to consider the naming of a university facility at a noticed meeting as a non-consent agenda item.

The UCF Foundation is responsible for the applicable donor recognition of gifts made to benefit the University. In keeping with best practice, the UCF Foundation researched Addition and its principals regarding personal background, reputation, and brand prior to UCFAA finalizing negotiations and bringing this matter to the Board of Trustees.

Recommended Action:

Approve naming the arena **Addition Financial Arena** for the term of agreement between UCFAA and Addition Financial Credit Union.

Alternatives to Decision:

Decline approving the extension and request that UCFAA search for a different arena naming partner.

**Fiscal Impact and Source of Funding:**

Addition will pay \$20 million to UCFAA over the twelve-year term.

Authority for Board of Trustees Action:

Board of Governors Regulation 1.001, University Board of Trustees Powers and Duties

Board of Governors Regulation 9.005, Naming of Buildings and Facilities

UCF Board of Trustees Policy, Naming of Buildings and Facilities

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Jordan Clark, Associate General Counsel

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Terry Mohajir, *Vice President and Director of Athletics, UCF and CEO, UCFAA*

Supporting Documentation:

Attachment A: Summary of Agreement

Facilitators/Presenters:

Terry Mohajir

Terry Donovan, *Senior Executive Associate Athletics Director, CFO, UCFAA*

Jordan Clark, *Associate General Counsel, UCF and Counsel, UCFAA*

ATTACHMENT A Naming Rights Extension Summary

Purpose/Background	UCFAA has negotiated an extension with Addition Financial Credit Union to remain the arena naming rights partner. The material terms are outlined below. The parties have signed a Letter of Intent with these terms and a formal agreement based upon these terms will be finalized upon the Board's consent and authorization.
Term	Twelve (12) years, commencing on January 1, 2023
Obligations of UCF	Maintain the current debit affinity card agreement with Addition Financial and provide the sponsorship benefits and activations within the arena and at other UCFAA events and competitions
Obligations of other party	Annual payment to UCFAA for a period of 12 years
Financial terms	\$20 million over 12 years. Annual rights fees remain constant over the term of the agreement.
Termination rights	UCFAA shall have the absolute right to terminate the Agreement in the event the entity fails a financial diligence assessment. UCFAA shall also have the right to terminate for breach (non-payment) or objectional activity.
Additional terms	<p>Naming partner shall possess industry exclusivity for operating an office and for sponsorships in and around the arena. The language from the agreement is included below:</p> <p>UCFAA shall not permit any ADFI Competitor to open any branch or office, or otherwise operate in any capacity or offer services of any type, in the Arena, Knights Plaza, or Athletics Village.</p> <p><u>Sponsorship Restrictions.</u> UCFAA hereby grants Sponsorship Exclusivity to ADFI during the Term. For purposes of this Agreement, "Sponsorship Exclusivity" means that any and all ADFI Competitors shall be prohibited from (i) sponsoring, co-sponsoring, advertising or promoting itself (or its goods or services) anywhere inside the Arena, in the plaza in front of the Arena, or on the exterior of the Arena, including, without limitation, in or on signage, marketing materials, programs, written or digital materials, made available within the Arena; and (ii) sponsoring, co-sponsoring, advertising or promoting in any manner any UCFAA ticketed and controlled Public Events, or any portion of any such Public Event, except for the limited exception described herein.</p>



Regular Meeting | Board of Trustees
August 18, 2022

DISC-1: Strategic Plan Implementation Overview

☐ Information ☒ Discussion ☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

This presentation will outline preliminary plans for implementation of UCF's 2022-2027 Strategic Plan. Additionally, the team will present target benchmarks for achieving the plan's priority metrics for the Board's initial feedback and discussion.

Background Information:

Following a nine-month strategic planning process, the university's final strategic plan, Unleashing Potential – Becoming the University *for* the Future, was unanimously approved by the Board of Trustees on May 26, 2022 and is pending final approval by the Board of Governors.

During the next five years, the university will concentrate new investments in areas that align with our existing strengths and capitalize on emerging opportunities for UCF to become a Top 50 public research university and designated preeminent research university in the Florida State University System.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒

Submitted by:

Mike Kilbride, Executive Chief of Staff

Supporting Documentation:

Materials forthcoming



Facilitators/Presenters:

Alexander N. Cartwright, President

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

M. Paige Borden, Chief Analytics Officer

Mike Kilbride



Board of Trustees Regular Meeting | August 18, 2022

INFO-1: FY23 Board of Trustees Work Plan Summary

☒ Information

☐ Discussion

☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

At the trustees' request, the Board's FY23 Work Plan was developed to align with UCF's 2022-27 Strategic Plan, including the areas of focus, priorities, and metrics to ensure governance-level oversight and progress toward UCF's short and long-term goals.

The work plan outlines full Board and committee meeting themes. In addition to routine business items, the work plan also maps strategic discussions to the priority initiatives and metrics in UCF's strategic plan. At each meeting, staff will share progress and indicators of success.

Additionally, the Board Office will work with Board and staff leadership to finalize work plans for each committee that align with the full Board meeting themes in fiscal year 2023. During the September Committee meetings, all Committees will have the opportunity to review their work plans and provide further input.

Background Information:

The Office of Board Relations is responsible for establishing and managing the annual work planning process for the full Board and its Committees. Additionally, the Board Office is responsible for preparing and presenting a calendar of meetings that are strategically planned and sequenced to educate and prepare Board members for upcoming actions and discussions.

Recommended Action:

For discussion only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒



Board of Trustees

Agenda Memo

Submitted by:

Karen Monteleone, Assistant Vice President, Board Relations

Supporting Documentation:

Attachment A: FY23 Work Plan Summary

Facilitators/Presenters:

Mike Kilbride, Executive Chief of Staff

Karen Monteleone



Board of Trustees

FY23 Work Plan Summary

AUGUST 2022

August 18, 2022	9:00 AM	11:00 AM	Board Meeting	Main Campus, Alumni Center
Fiscal Year Kickoff		<p>This meeting will serve as a kickoff to the university's academic year. During this meeting, President Cartwright will provide updates on the academic year ahead, and a preliminary update on the implementation plan of the University's 2022-2027 Strategic Plan. The Board will be provided preliminary targets for FY23 Academic Year and a Summary FY23 Work Plan. Leaders from the Knight Vision Implementation team will discuss progress on post-Go Live actions, and what's needed to continue the successful implementation of the program.</p> <p>Topics</p> <ul style="list-style-type: none"> • 2022-23 Academic Year Highlights • Strategic Planning Implementation Framework • FY23 Board Work Plan <p>Panel Discussion</p> <ul style="list-style-type: none"> • Undergraduate Student Leaders 		



SEPTEMBER 2022 MEETING CYCLE

September 28, 2022	9:00 AM	5:00 PM	Committee Day	Main Campus, Live Oak Center
--------------------	---------	---------	---------------	------------------------------

Planned Committee Meetings	Academic Excellence and Student Success Budget and Finance Facilities and Infrastructure Governance Strategic Partnerships and Advancement
-----------------------------------	--

September 29, 2022	8:30 AM	1:30 PM	Board Meeting	Main Campus, Live Oak Center
--------------------	---------	---------	---------------	------------------------------

Theme Community and Culture	This meeting cycle will focus on Community and Culture and the university's reviews and implementation plan regarding the BOG's Civil Discourse Recommendations. Board presentations and several committee action items will be themed around the priority initiatives to strengthen UCF's recruitment, retention, and investment in our people and campus culture. The President will also present annual goals in alignment with the Strategic Plan metrics.
--	---

Topics

- Civil Discourse
- Strategic Investments
- President's Annual Goals

Panel Discussion

- Advancing Civil Discourse at UCF

Action Items

- BOG Statement of Free Expression
- 2021 Florida Equity Plan
- 2022-23 Carryforward Spending Plan
- Final 2022-23 University Budget
- Fixed Capital Outlay Budget
- Presidential Delegation of Authority



NOVEMBER 2022 MEETING CYCLE

November 16, 2022	9:00 AM	5:00 PM	Committee Day	Lake Nona, Wave Hotel
Planned Committee Meetings Academic Excellence and Student Success Audit and Compliance Budget and Finance Facilities and Infrastructure Governance Strategic Partnerships and Advancement				
November 17, 2022	8:30 AM	1:30 PM	Board Meeting	Lake Nona, Wave Hotel
<p>Theme Student Success and Well-Being</p> <p>Academic Focus Area Health and Human Performance</p> <p>Update College of Nursing</p> <p>This meeting cycle will focus on Student Success and Well-Being, and how UCF's efforts in this area will contribute to an educated citizenry that is prepared to lead an enriched life, while having the knowledge and skills aligned with the workforce of the future. Board and Committee presentations will be themed around the priority initiatives to accelerate undergraduate progression to graduation, retention efforts, and supporting the student experience, both academically and financially.</p> <p>Topics</p> <ul style="list-style-type: none">• Student Success and Well-Being• Workforce Alignment• UCF College of Nursing Update <p>Academic Highlight and Panel Presentation</p> <ul style="list-style-type: none">• Health and Human Performance <p>Actions</p> <ul style="list-style-type: none">• Conferral of Degrees• FY22 Presidential Assessment and Compensation Review				



FEBRUARY 2023 MEETING CYCLE

February 23, 2023	9:00 AM	5:00 PM	Committee Day	UCF Downtown
Planned Committee Meetings Academic Excellence and Student Success Audit and Compliance Budget and Finance Facilities and Infrastructure Governance Strategic Partnerships and Advancement				

February 24, 2023	8:30 AM	1:30 PM	Board Meeting	UCF Downtown
<p>Theme Discovery and Exploration</p> <p>Academic Focus Area Entertainment and Immersive Experiences</p> <p>This meeting Cycle will focus on Discovery and Exploration and the university's knowledge enterprise, illustrating how UCF has and will continue to drive economic vitality through its research infrastructure. Board and Committee presentations are themed around the priority initiatives to increase UCF's focus on research, recruit and retain highly qualified faculty, post-doctoral appointees, and doctoral students.</p> <p>Topics:</p> <ul style="list-style-type: none">• Research and Innovation• Faculty Recruitment and Retention• Strategic Partnerships <p>Academic Highlight and Panel Presentation</p> <ul style="list-style-type: none">• Entertainment and Immersive Experiences <p>Actions</p> <ul style="list-style-type: none">• BOG Performance-Based Funding Data Integrity Certification Audit Report and Form• Conferral of Degrees• Board Self-Assessment Survey• Operating Budgets for Auxiliary Facilities with Bonded Debt				



MID-YEAR RETREAT CYCLE

March 23, 2023	9:00 AM	1:00 PM	Workshop	Main Campus, Library
Accountability Plan Workshop		<p>The March Workshop will serve as a forum to spend focused time on the metrics and benchmarks guiding the university's path to preeminence and AAU outcomes. This session will prepare trustees for the April 20 meeting and the approval of UCF's 2023 Accountability Plan.</p> <p>Topics</p> <ul style="list-style-type: none">• Strategic Plan Update• UCF's 2023 Accountability Plan• Update on progress towards Preeminence		

April 20, 2023	10:00 AM	11:00 AM	Board Meeting	Virtual Meeting
A virtual meeting will be held for consideration and approval of UCF's 2023 Accountability Plan.				

May 18, 2023	9:00 AM	11:00 AM	Retreat	Space Coast
<p>Theme Space Technologies and Systems</p> <p>Academic Focus Area Space Technologies and Systems</p>		<p>The Board's Annual Retreat is a forum to engage in generative dialogue about the university's future. The retreat topics will be developed with input from the Board's Ad Hoc Strategic Planning Committee to frame and examine the most critical issues the Board must have on its radar in the months and year(s) ahead. The location of the Space Coast will serve as a platform to explore and hear from industry partners about future workforce needs and collaborations to support the region's and the state's economic growth.</p> <p>Topics</p> <ul style="list-style-type: none">• The University for the Future• Economic development• Community partnerships• Board Self-Assessment <p>Panels:</p> <ul style="list-style-type: none">• The Future of Space Exploration• UCF's Academic Excellence in Space Technology and Systems		

JUNE 2023 MEETING CYCLE

June 28, 2023	9:00 AM	5:00 PM	Committee Day	Main Campus, Live Oak Center
Planned Committee Meetings <ul style="list-style-type: none"> Academic Excellence and Student Success Budget and Finance Facilities and Infrastructure Governance Strategic Partnerships and Advancement 				

June 29, 2023	8:30 AM	1:30 PM	Board Meeting	Main Campus, Live Oak Center
<p>Theme Innovation and Sustainability</p> <p>Academic Focus Area Transformative Technologies and National Security</p> <p>Update UCF Athletics</p> <p>This meeting cycle will focus on Innovation and Sustainability, and how the university has and will continue to optimize its existing operations while developing new sources of revenue to support the priorities of the strategic plan. Board and Committee presentations are themed around the priority initiatives of diversifying the university's revenue base, institutionalizing campus sustainability efforts, and enhancing UCF's brand and national reputation.</p> <p>Topics</p> <ul style="list-style-type: none"> Innovation and Sustainability Resource Investments Revenue Diversification Brand and Reputation <p>Academic Highlight and Panel Presentation</p> <ul style="list-style-type: none"> Transformative Technologies and National Security <p>Actions</p> <ul style="list-style-type: none"> Proposed 2023-24 University Operating Budget/ Spending Authority Proposed 2023-24 Direct Support Organization/Related Entity Operating Budgets DSO FY2023-24 Operating Budgets Five-year Capital Improvement Plan; Bylaws Amendments <p>Board Business</p> <ul style="list-style-type: none"> Chair/Vice Chair Election 				

Board of Trustees
Regular Meeting | August 18, 2022**DISC-2: Knight Vision ERP Implementation Update**

☐ Information☒ Discussion☐ Action

Meeting Date for Upcoming Action: _____

Purpose and Issues to be Considered:

The Knight Vision project encompasses three components: (i) Workday ERP, (ii) Adaptive Budget Planning, and (iii) Service Enhancement Transformation (SET). The purpose of this memorandum is to provide the Board of Trustees with an update on all three sub-projects within Knight Vision. The three are mutually exclusive, but they are inextricably linked when it comes to the change management efforts underway at the university.

Background Information:

In FY 2020, the Board of Trustees approved **\$50 million** from carryforward dollars to fund the implementation of a new ERP system. Knight vision was the project name that encompassed the ERP implementation itself, the adoption of a new budget system, and to use those systems to revise our business processes such that we became more efficient and effective with the recording, summarization, and reporting of financial and operational information. With that timely and accurate information, the university would be better suited to make data driven decisions around its finances and operational management.

The project was to be completed by July 1, 2022. That was approximately eighteen months from when approval was granted by the BOT until the system was to be utilized by the university. There were several phases to the implementation. The new Adaptive Planning Budget tool was launched in March of 2021 giving the university the ability to conduct its first Zero Based Budgeting exercise and to build a “bottom up” budget for the first time.

The remaining two sub-projects in Workday and SET were successfully launched on July 1, 2022. There were four overarching tenets to going live with the new system. They were (i) pay our people, (ii) pay our bills, (iii) close our books, and (iv) hire our people. The following is an update on each tenet as to what was accomplished, and what we are still working on, and a timeline for each to be fully stabilized in our new environment.

Pay our People:

Prior to Workday going live, accounting for nearly 13,000 employees, the university had close to a 100 percent match rate on employee parallel payroll testing. Since go-live, the accuracy rate has remained constant over two payrolls to-date. Of the approximately 12,000 individuals paid over the first two payrolls, approximately 28 manual checks had to be produced to ensure all employees were properly paid.

Where are we now?:

We are in the knowledge transfer phase from the dedicated Knight Vision team to the university team. Training on the use and power of the system is ongoing. We are in the stage of HyperCare with our implementation partner Accenture's support as they continue to assist us with payrolls until our university team is fully trained to take over this function.

What's Next?:

We intend to have full knowledge transfer on regular payroll processing by September 30, 2022. We will continue the knowledge transfer process throughout the calendar year as we file 941's, have Benefit Choice and year-end W-2s in Workday. There are still many "firsts," but we are doing very well so far.

Pay our Bills:

Despite initial challenges due to staffing, paying our bills is ongoing with good success. At the time of "go live" there were approximately 54 vacant positions under the new organizational structures. Workarounds were developed to accelerate our recruiting efforts and engage our implementation partners (Accenture and Huron) to provide additional staffing. Staffing augmentation contracts were negotiated with both firms by utilizing the \$7 million contingency within the original budget of \$50 million. Both staff augmentation contracts are Time and Effort (T&E) configurations, and not expected to exceed the total contract values of \$3.9 million for Huron, and \$3.7 million for Accenture. Buffering these contracts is a portion of salary savings from budgeted lines that are yet to be filled of approximately \$3.2 million. It is not a one-for-one match on cost and salary savings, as we need their assistance to help walk through the staffing issues around "go live" itself. The remainder of the \$7 million contingency will be used to retain the Knight Vision teams in a support role for a year or more with stipends. Both contracts are being managed directly by the Senior Vice President Hector, and the Knight Vision IT lead, Ms. Cherie Herrin.

Where are we now?:

In terms of system functionality, we are paying our bills. With the slow start we are ramping up each week with greater performance metrics and measures. We continue to stress training across the campus, as unfamiliarity with the new system is something we knew would take several months to resolve for a conversion of this size, complexity, and speed. With the beginning of the academic year approaching, faculty training is being given an even greater focus. There are several changes to how we pay our bills that will impact their experiences in the short run. One of the major benefits of the new Workday system is that it forces all transactions to flow through the system in stages. Therefore, we are now able to track all processes and transactions all the way from an "initiator" through to final payment. We can report that our cycle time on invoice payments to get from the "initiator" stage through to the payment ready stage is approximately two days. For travel expense reporting we are now down to a cycle time of eight days versus five weeks or more. We expect these variables to improve as more individuals get comfortable with the system. Mr. Joel Levenson leads our procurement and payables processes, and he and his team continue to work with campus constituents on the various tools and steps they can take to address their purchasing needs that now include a singular "punch out" site. Based on campus feedback, we are exploring amending a process around tracking "attractive assets" (valued less than \$5,000 but is susceptible to theft). Examples include computers, laptops, PDAs, etc.

These are several of the ways that we are actively engaging with the campus community. Given the speed of our conversion, some of that one-on-one engagement was not possible prior to “going live.”

There is still some anxiety around the system and the various steps. Many of them stem from additional training needed or getting used to a “One UCF” approach as to how things will be done inside the system itself. For example, can faculty on research grants not have to approve items in the system, and who that can be delegated to? Another would be to provide grace to individuals who are still learning the system and might not be completing transactions properly. Can we still push through the transactions with a note back to the user that training is available? We are monitoring all of these facets as we know there are some individuals who are yet to log into the Workday system despite them having to manage their relationship with the university through it.

The Service Enhancement Transformation (SET) shared services model is also new for the campus in terms of paying bills and other transactions. There are some who see the long-term benefits, and there are others who see the short-term growing pains of building shared services and processing transactions that way. What we hear most is that “my assistant was taken away, and now I can’t get anything done.” That is understandable, and we continue to work through that process with the campus community. To date we had over seven thousand and seven hundred cases (as of August 10th) that came to the SET team with a clearance rate of forty one percent. The kNEXT (SET shared services formal name) team is led by an experienced person in Ms. Kathleen Winningham, who continues to shape and mold the shared services program on our campus. We are pleased that we can track every transaction within the system and can create automatic dashboards to show where there are bottlenecks, or colleges and units who need some additional attention with the transition. This new model is also allowing us to ensure that professional development training outside of Workday is programmed into plans for the university for future employee success.

What’s Next?:

Training opportunities will remain into the foreseeable future as we are seeing that some individuals, and in some cases college business centers, are grasping the technology faster than others. That is normal as individuals are at different stages in the technological skill sets. We have offered individualized trainings, “pop up” trainings, web courses, have open door sessions for drop ins at Research Park, and we recently created a SWAT team approach where members from kNEXT, Human Resources, Finance, Accenture, and Huron met with college representatives to assist them in any way. This “white glove” will continue to be available. Mr. Joel Levenson and his team in Procurement and Payables are creating “roadshows” in the months of August and September to continue to interface with the campus community and answer any questions that are still out there. We anticipate that there will be questions for some time. It took some of our R1 peers six months to a year for stabilization to occur. We are mindful of the long haul that is ahead. We are committed to it.

We will continue to triage cases through kNEXT as they arise. In cases where we believe that a Standard Operating Procedure is warranted, they are being created. Past policies, practices and procedures that did not tie cogently to the old PeopleSoft system are also being revisited around bill payment to bring greater efficiency and effectiveness to how we run the university’s business.

Our deadline for this tenet will be the full fiscal year for 2022-2023 to get through a completed fiscal year. However, we will be working in tandem on a process to close our books monthly and get reports to senior management and the BOT that is more meaningful and timelier.

Close our Books:

This tenet is too early to share a detailed update. We are still in the mode of the file conversions and the transfer of knowledge one month into the project. Despite that, we know that there are several items we did not finalize before “go live” as they would be a part of a rolling adoption of non-critical items, or there needed to be workarounds to get us started. For example, the eBuilder integration that was for our construction projects is something that is unique to Facilities, but it needed greater attention because of how the system was utilized in the past (i.e., manual inputs into eBuilder and PeopleSoft where data was not consistently uploaded). That has presented us with an opportunity to start anew with a fully automated and integrated system. There is a team working on that integration. We first thought it would be in October, but it might be moved to January of 2023.

Another example is in the grant accounting arena. We integrated the HRS (Huron Research System) with PeopleSoft several years ago. It was a customized approach developed by Huron that works well in PeopleSoft because of the long runway to modify its set up. As we are not customizing Workday but are committed to utilizing the system out of the box as much as possible, there is a difference in the way that grants will be accounted for. A team of individuals is working on this difference in accounting and grant monitoring. Ms. Michelle Greco from the grants area is leading that effort and has done an outstanding job in tracking the nuances, especially as files converted. The same issue is with the projects accounting, but for different reasons. In that case, we had balances in project accounts that should have been closed out years ago, but now does not have a home as there is no sustainable revenue source for them.

A major step forward for the university is that all the DSOs are now integrated into one system that is Workday. This is allowing for the Finance, Budget, and Human Resources offices to have windows into the operations of the DSOs from a cash management, general ledger protocols and monthly closing of the books standpoint. It is different, new, and exciting; however, the nuances of the interactions within the system are still being learned by key individuals. For example, going forward, the university will have the capacity to “direct charge” the Foundation funds on hand for colleges and units, versus the multiple reimbursements and usage of separate credit cards to spend those funds. All welcome changes, but we are still assessing the impacts and the various trial balances and how that will impact reporting and “Due To/From” accounting that was sorely needed with the DSOs.

Where are we now?:

The transfer of knowledge from the Knight Vision team to the operations team continues. The staffing issues exist but now it is somewhat exacerbated, that we don’t have the permanent bodies in key roles. Instead, we are tasking the same few individuals to do multiple tasks, thereby reducing the amount of quality time they have to sit to get that transfer of knowledge faster.

We will be hosting Principal Investigator trainings for faculty who do research, and we also have one for faculty who do not do research. One of the key points we are conveying to the campus is that everyone must log into Workday as it is the vehicle through which personnel actions are done for the university. We have decommissioned over twenty-two other systems and processes that we had at the university prior to July 1, 2022. Training is key and will remain a staple for the campus for the foreseeable future.

Change management communications are ongoing, and more collaborative meetings are taking place. In addition to forming the CFO Council, the monthly “From the CFO” newsletter, **“Dollars & Sense”**

quarterly campus townhall meetings, and the various Knight Vision communication vehicles, the SVP for Administration and Finance has created a bi-weekly strategy meeting with all the Budget Directors from the colleges and units. This was done to ensure that everyone is aligned around the importance of all voices being heard so that we can act nimbly and with alacrity to anything that arises as we are trending towards the stabilization of the system.

What's Next?:

We will continue to engage the campus in trainings, SOP development, and knowledge transfer for system functionality. We are also a member of the Workday R1 User Group and now actively engaged in shared conversations with the other national R1 institutions in the group who are utilizing this system and went live before us. This community of major research universities is an asset for us now and into the future. We are comforted to some extent that what we are experiencing on our campus is like what they experienced. The only outlier for us is the speed with which we had to complete our conversion and change management processes. They took anywhere from three to five years. We did ours in eighteen months.

Our deadline on this one will be the full fiscal year for 2022-2023 to get through a completed fiscal year. However, we will be working in tandem on a process to close our books monthly and get reports to senior management and the BOT that is more meaningful and timelier.

Hire our People:

Like the Paying our Bills tenet above, this aspect of our operations got off to a slow start as well. For the conversion to Workday from PeopleSoft, we had to pause all hiring to get employee files and payroll transactions completed. The pause was from June 24, 2022 to July 7, 2022. With the restart, we had a keen sense of the volume of faculty hiring for the fall semester. Despite that, items were not flowing through the system as intended as members in the newly formed service centers (who used to work in the colleges and units) needed to get up to speed on how to utilize the system. That is understandable given shortened training schedules prior to "go live." Inevitably this created a backlog for the hiring process. That is now being remedied with a focused attention on moving these processes along and additional training as well as focused support provided. Chief Human Resources Officer, Maureen Binder, has been leading the coordination of that effort. She has been assisted by the personnel in Faculty Excellence, the HR service centers, central HR, Accenture, and Huron.

We have drafted several new Standard Operating Procedures for hiring, which was not standardized across the campus. These events highlighted the decentralized or "federated" nature of our operations in the past. They are now being brought under one rubric for success. Training continues to be a factor here, but we see improvements each week from the collaborative efforts of all involved.

Our newly enhanced Talent Acquisition Group is also feeling the staffing challenge as they are down approximately eight FTEs from the organizational design. Despite this challenge, through August 1, 2022 they have been able to move forward with over one thousand plus resume reviews, conducted over one hundred first round interviews, and forty panel interviews. They have assisted in recruiting two key positions in both Facilities and Finance at the Assistant Vice President level. This group is stretched thin at this time, but the augmentation from Huron is assisting them to keep pace. It is not a sustainable pace, but it speaks to the dedication of Ms. Renee Grigor and her skeleton team performing these functions.

Where are we now?:

Collaborative steps among Central HR, kNEXT, business service centers, Deans and Vice Presidents are ongoing. Ms. Kathleen Winningham, members of her team, along with various central HR functional leaders are meeting with individuals in each business service center to provide focused training and process improvement advice. Standard Operating procedures are being created for each nuance that is discovered. As each college or unit had a different process in the past in terms of how they processed hirings, a one-to-one mapping was not seamless. We are creating that seamlessness going forward.

Human Resources and Faculty Excellence are working closer together to streamline processes and will revisit some of the steps within the Workday faculty hiring process to automate as much as possible. From our initial configuration we see that some steps can be simple notifications versus approvals.

What's Next?:

We will continue with the knowledge transfer from the Knight Vision team despite the staffing issues. We will continue to use Huron for staff augmentation until we are able to fill key roles in both Talent and Human Resources.

As we move from "project to operations", we will continue to examine where we can create Standard Operating Procedures that were not evident prior to "go live". Workday is a system that automates many of our processes that were manual before. Bringing thirteen colleges, several units, and eight DSOs together into one system is a major undertaking, and we are addressing issues as they arise in this tenet.

We are targeting December 31, 2023, to be fully staffed up and knowledge transfer completed.

Recommended Action:

Informational only.

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

N/A

Contract Reviewed/Approved by General Counsel ☐ N/A ☒

Committee Chair or Chair of the Board has approved adding this item to the agenda ☒



Board of Trustees

Agenda Memo

Submitted by:

Gerald Hector, Senior Vice President Administration and Finance, CFO

Supporting Documentation:

Attachment A: Knight Vision Update presentation

Facilitators/Presenters:

Misty Shepherd, Senior Associate Vice President for Financial Affairs

Maureen Binder, Associate Vice President and CHRO

Cherie Herrin, Associate Vice President and Deputy CIO

Kathleen Winningham, Senior Director, kNEXT

Joel Levenson Assistant Vice President, Tax, Payables & Procurement

KNIGHT VISION UPDATE

BOARD OF TRUSTEES | AUGUST 18, 2022

AGENDA



Workday Technology Project



Human Resources



Finance & Grants



Service Enhancement Transformation (SET)



WORKDAY TECHNOLOGY PROJECT

Workday and SET aligned technology with
best-in-class customer service

GUIDING PRINCIPLES



Simplification



Better Service



Measurable Results



Transparency & Inclusivity



Accountability

PROJECT OVERVIEW

Key Highlights:

- Incorporated Nine Direct Support Organizations
- Consolidated Two Payroll Systems
- Integrated R1 Grants
- First in Higher Ed to Implement Workday Help
- Technology + Transformation Simultaneously
- Implemented Remotely - and successfully!



KEY ACCOMPLISHMENTS

Finance & Grants

- 12 companies
- 4 financial systems
- 22 applications replaced
- 2,100 grants

Human Resources

- 22k workers converted
- Benefit calculations
- 1st Payroll: 99.825%
- 2nd Payroll: 99.997%
- 3rd Payroll: 99.999%

Technical

- 164 integrations
- 63 unique systems
- 534 custom UCF reports
- 333 data extract files

WORKDAY MODULES TIMELINE

Implemented July 2022

- Financial Accounting
- Foundation Data Model
- Customer Accounts
- Procurement, Supplier Accounts
- Cash, Banking & Settlement
- Business Assets
- Projects
- Grants
- Learning
- Budgets
- Expenses
- Endowments
- HCM
- Compensation
- Recruiting
- Benefits
- Absence
- Time Tracking
- Payroll
- Talent
- Help

On-Track Fall 2022

- Advanced Compensation
- PRISM
- Performance Management
- Journeys

MAKING PROGRESS

Complete



Workday launched



Three payrolls completed



Grants conversion

Continuous



Campus-wide support & training



Foster a culture of continuous improvement

In Process



Closing the books



Completion of more integrations

Coming Soon



Bi-Annual technology updates



Additional functionality



More integrations

KNIGHT VISION PROGRAM COSTS

As of 08/11/2022

Knight Vision Scope Item	Planned Cost	Expected Cost at Completion
Workday Software HR/Finance/Grants	\$ 27,598,060	\$ 28,160,067
HR & Finance Service Enhancement Transformation (SET)	4,500,000	4,869,000
Enterprise Reporting & Analytics	1,500,000	3,126,230
Custom Applications Replacement & Supporting Technology	5,000,000	3,331,207
Enterprise Standard Tools (Identity & Integrations Management)	2,000,000	2,280,000
Adaptive Planning Budget Software Phase 2	908,000	734,000
Contingency	1,950,000	551,586
	\$ 43,456,060	\$ 43,053,090
UCF Hypercare	3,731,620	3,731,620
Workday Support Staff FY2023	3,215,290	3,215,290
Overall Knight Vision Program (\$50M Allocation)	\$ 50,000,000	\$ 50,000,000

REMAINING PROJECTS TIMELINE

	Jul '22	Aug	Sep	Oct	Nov	Dec	Jan '23	Feb	Mar	Apr	May	Jun
WORKDAY IMPLEMENTATION	Post Go-Live Support & Transition to Operations											
	Integrations with Critical Systems											
WORKDAY OPERATIONS			Rolling Adoption & Planned Functionality (PRISM, Adv Compensation, Performance Management)									
			Hypercare / Stabilization / Continuous Improvement									
SERVICE ENHANCEMENT TRANSFORMATION (SET)	Post Go-Live Support & Transition to Operations											
		Stabilization / Continuous Improvement										
ADAPTIVE PLANNING	Adaptive Planning Phase 2 (re-implementation)											
DARE IMPLEMENTATION	DARE Implementation											
SAILPOINT PHASE 2	SailPoint Enhancements and Planned Phase 2 Functionality											
CUSTOM APPLICATION REPLACEMENT	Custom Applications Replacement											

The background image is a dark, grayscale photograph of a university campus. In the foreground, a large, active fountain with multiple jets of water is visible. Behind the fountain, a large, modern university building with many windows and columns is situated. The sky is overcast. In the bottom left corner, there is a small white square containing the number 48. In the bottom right corner, there is a yellow logo for UCF (University of Central Florida) featuring a stylized sun or flame design.

HUMAN RESOURCES

Workday and SET aligned technology with
best-in-class customer service

HUMAN RESOURCES



- Elimination of paper time sheets
- One system for prospective applicants
- Employee Self Service application
- New Hire Training as a learning package

OPERATIONAL IMPROVEMENTS



- Ability to track transactions from initiation to completion
- Finance & HR data in one report
- Self-Service real-time data and dashboards
- Actionable reports with specific details

REPORTING & DASHBOARDS

HUMAN RESOURCES



- Standard Operating Procedures
- Dedicated HR Workshops
- One-on-One Business Center Support
- Knowledge transfer from Accenture to Payroll and Benefit Vendor Teams
- Quarterly Payroll Taxes, Benefit Open Enrollment and W-2 support from Accenture

FUNCTIONAL SUPPORT



- SWAT Teams focused on processes
- Centralized core reporting team
- Support of functional SMEs to understand full functionality of system

OPTIMIZATION

HUMAN RESOURCES



- Go-Live period focused on training and support for HR operational functions
- Kick-off HR Community of Practice in Fall 2022
 - Monthly meetings with HR Business Center Leadership
 - Functional training on topical subjects
 - Targeted communication for all HR Business Center staff
 - Bi-Annual workshops on to develop and/or refine core HR functions
 - Leverage LinkedIn Learning and Central HR for leadership development
 - HR Certification Course Preparation offered through UCF Continuing Education

COMMUNITY OF PRACTICE

A dark, grayscale photograph of a university campus. In the foreground, a large fountain with multiple jets of water is active. Behind it, a wide walkway leads to a large, modern building with many windows. Two people are sitting on a bench in the lower left. The sky is overcast. A thin yellow vertical line is positioned to the right of the main title.

FINANCE & GRANTS

Workday and SET aligned technology with
best-in-class customer service

FINANCE & GRANTS



- Consistent financial processes across the University
- Financial Data Model (FDM)
- Mobile-friendly capabilities for expense reports and purchasing
- Reduction of duplicate entries and tracking
- Combined four financial systems

OPERATIONAL IMPROVEMENTS



- Finance & HR data in one report
- Self-Service real-time data and dashboards
- Actionable reports with specific details
- Consolidated reporting under FDM

REPORTING & DASHBOARDS

FINANCE & GRANTS



- Enhanced purchasing processes
- Self-service functionality to make purchases, submit expense reports, etc.
- Ability to capture key details for accounting, budgeting, and reporting
- Managers play a more active role in the employee life cycle during year-end
- Increased faculty interactions

FUNCTIONAL SUPPORT



- SWAT Teams focused on processes
- Centralized core reporting team
- Support of functional SMEs to understand full functionality of system

OPTIMIZATION

FINANCE & GRANTS



- Go-Live period focused on training and support for operational functions
- Reintroduce the Financial Focus Group (FFG) to develop best practice sharing and development
 - Monthly meetings with Finance Business Center Leadership
 - Functional training on topical subjects
 - Targeted communication for all Finance Business Center staff
 - Bi-Annual workshops on to develop and/or refine core Finance functions

COMMUNITY OF PRACTICE

HIGHLIGHTS: PROCURE TO PAY

Key Improvements

Standardization of processes

Reporting

Mobility

Transparency

What's Next

Establishment of key metrics for users

Consistency of accountability across similar positions

Outreach to compliance partners for reporting needs

Reporting requirements within first-year cycle

HIGHLIGHTS: TRAVEL & EXPENSE

Key Improvements

Improved travel approval process

Increased compliance awareness

Travel expense submission

Reporting

What's Next

Insight into current/future travel

Reporting on future travel spending

Establishing processing expectations

First-year reporting cycle



SHARED SERVICES

Workday and SET aligned technology with
best-in-class customer service

SHARED SERVICES GUIDING PRINCIPLES



Human
Centered



Simple & Easy



Action Oriented



Knowledgeable



Guidance &
Partnership

ONE UCF



SERVICE ENHANCEMENT TRANSFORMATION (SET) STRUCTURE

The SET design for UCF will unify the majority of finance and HR activity at the college and division level.



Centralized across UCF

Central Offices

- **Institutional strategy**
- **Policies, practices**, performance measures
- Service level **standards**
- Training and development
- Handle complex escalated issues

Knights Experience Team (kNEXT)

- **Customer support and Workday self-service support** for all employees
- **Triage requests** to the appropriate specialists to ensure resolution
- **Support college/division** centers with **select transactional needs**



Centralized at College/Division

Finance Business Center

- **Advisory and strategic** financial support for department leaders
- College/division **budgets, forecasts, and financial management strategies**
- **Initiation and approval** of financial transactions
- Local customer and transactional support

HR Business Center

- **Advisory and strategic** HR support for department leaders
- College/division **workforce plans and talent management strategies**
- **Initiation and approval** of HR transactions
- Local customer and transactional support



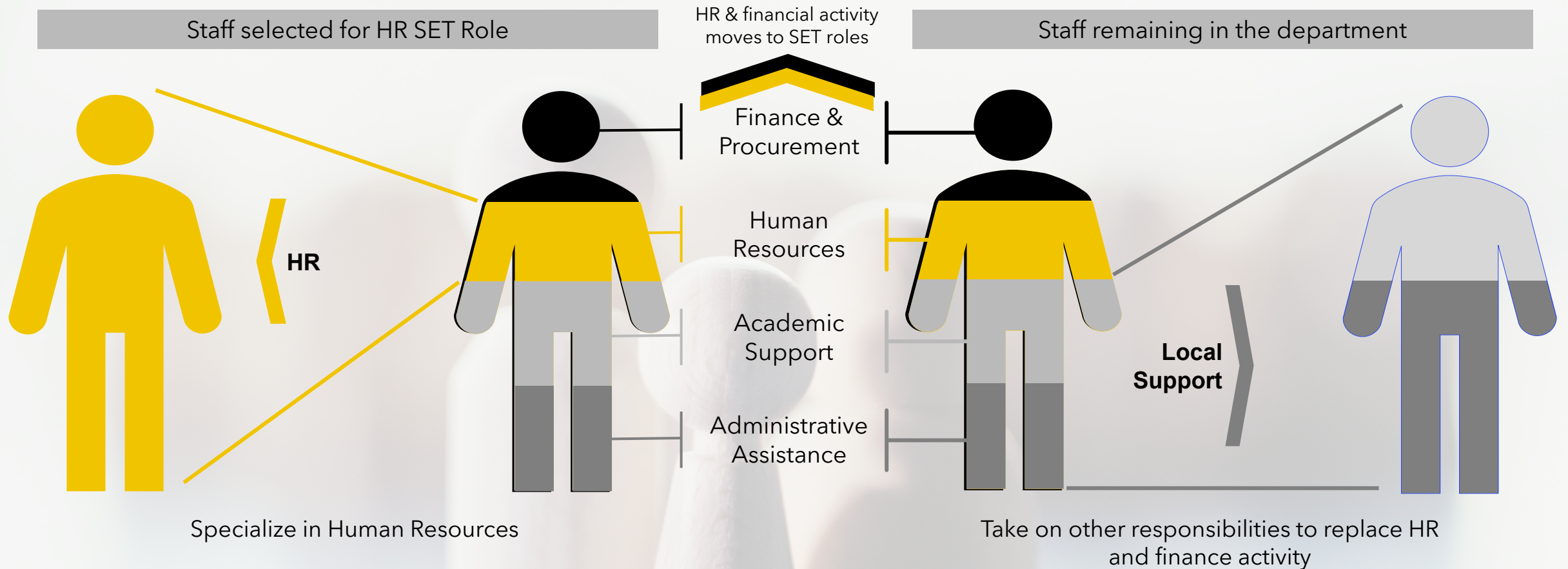
Departments/Units/Individuals

Distributed

- **Self service** capabilities (Procurement, travel, etc.)
- Identification of unit needs and **requests for services**
- Local **administrative support** needs
- Shared **chair and faculty** administrative support
- **Manager responsibilities** - performance, on the job training, time keeping, leave approvals, etc.

REORGANIZING WORK

The respective Business Center Directors will hire staff into the SET positions. However, the Transition Teams will support the reallocation of responsibilities for staff remaining in the departments.



SHARED SERVICES SUPPORT

Self-Service Support Workday and Workday Help

Most service requests are addressed with self-service and work their way up as needed

Customer Care Support

Customer Care Coordinators in kNEXT respond to general questions via Workday Help cases and telephone

Transactional Support

Coordinators in Business Centers and the Talent Acquisition Unit, and Specialists in kNEXT provide standardized transactional support

Strategic Support

Directors, Managers and Partners in Business Centers provide local strategic partnership to college/division leaders

Centers of Expertise

HR, Financial Affairs and kNEXT set policy and standards for processes and training

Leadership

Leadership provides strategic direction



kNEXT

To provide exceptional customer service and support to the UCF campus community

KEY METRICS

- Workday Business Processes
- Workday Help Cases
- Knowledge Base Views
- Call Volumes and Timing
- Feedback Themes
- Lessons Learned

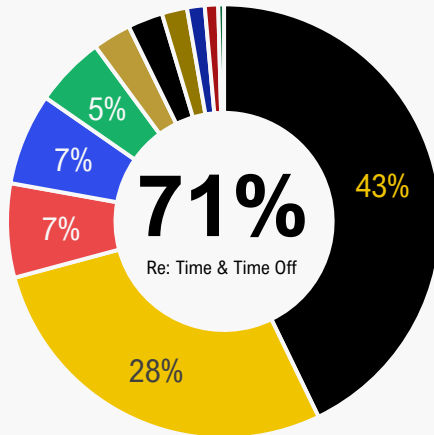


53,000+

Processes Initiated

Total Business Processes Initiated

- Enter Time
- Request Time Off
- Supplier Invoice Event
- Expense Report Event
- Requisition Event
- Hire
- Change Job
- Termination
- Job Requisition
- Request Compensation Change
- Budget Amendment Event



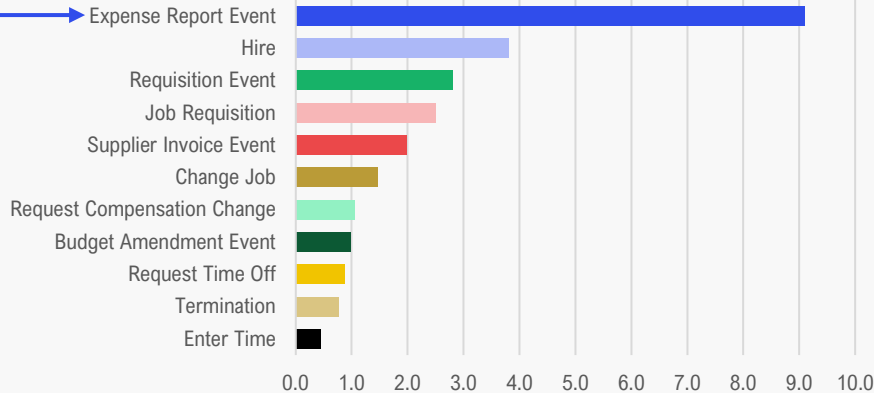
71%

Re: Time & Time Off

Point of Reference

Expense Report Event takes an average of 9 days to complete and represents 7% of the total processes initiated

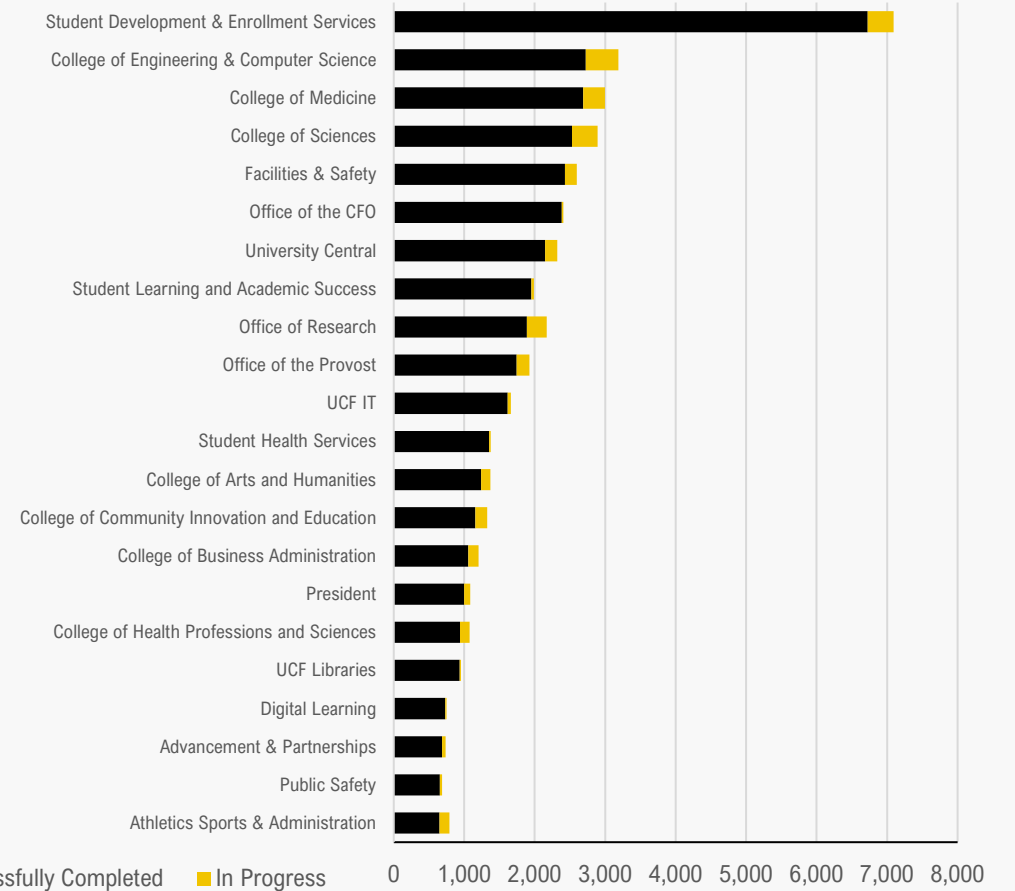
Average Days to Complete Process



82%

Processes successfully completed

Business Processes by Division with 100+ Processes





7,704

Help Cases Created

285 Avg # created per day

- 73% Cases are Resolved
- 11 Days Age of current cases
- 29 Days Longest age of current cases
- 1.7x Avg Case Routing

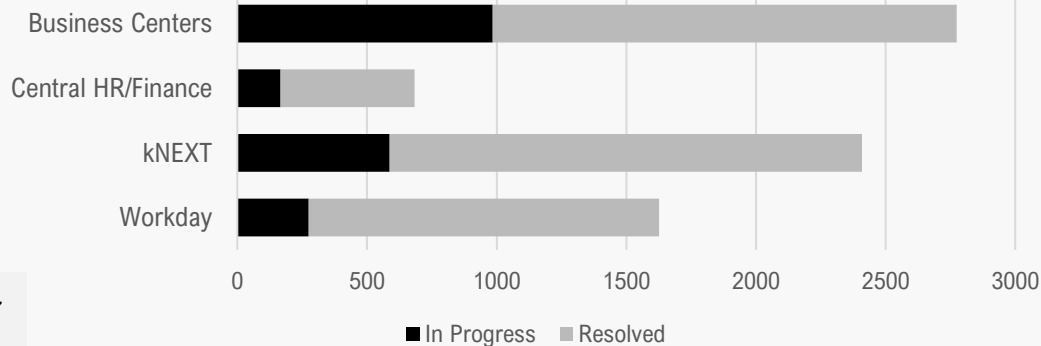
THEMES & OBSERVATIONS

- Payments (invoices, reconciliations)
- Budget failures
- Cases not in right service team for resolution
- Spending limits and exceptions

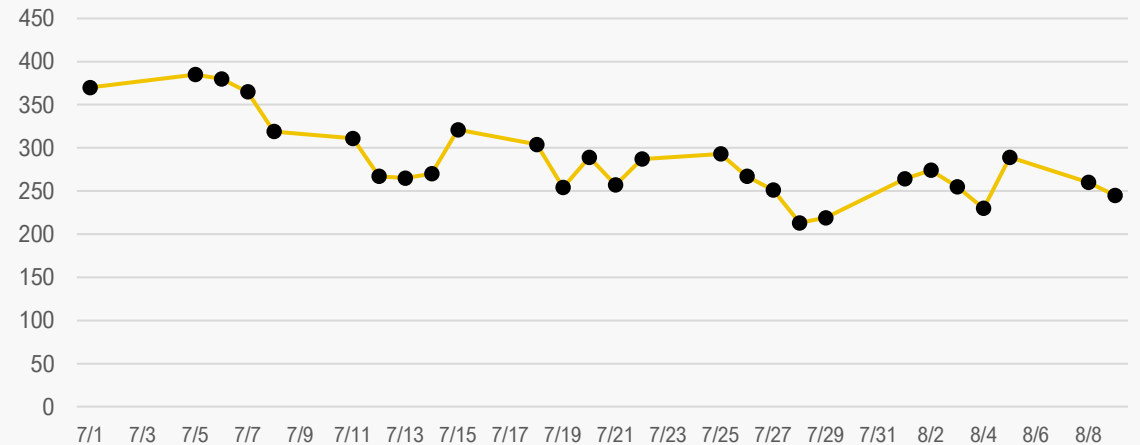
Case Type Distribution

- 33% Travel/Expense/Procurement
- 13% Workday Issues
- 13% Employment Actions
- 7% Time/Time Off/Pay
- 7% Other – HR
- 7% Finance/Budget
- 6% Security Roles
- 6% Other – Finance
- 9% All Others

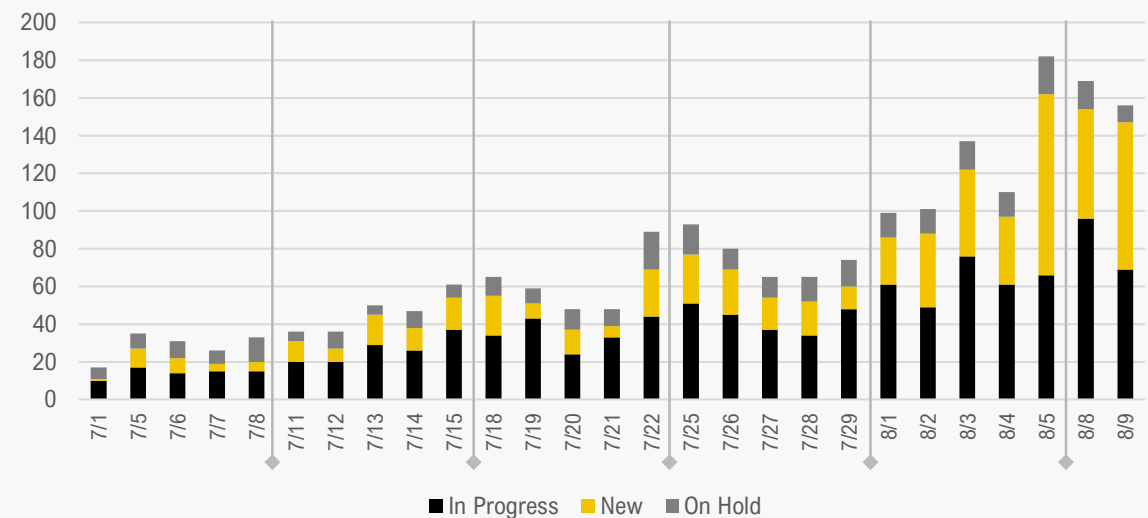
Cases by Areas



Cases by Date



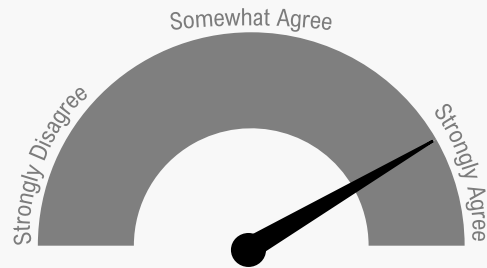
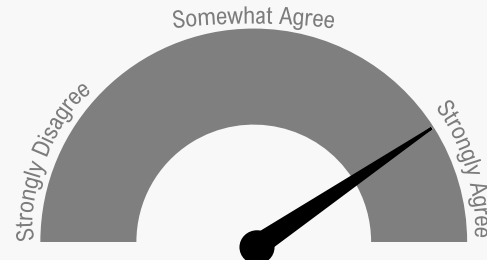
Unresolved Cases Over Time



a/o 8/10/2022



41%

Help Case Satisfaction Survey
Return RateQ: The length of time for a
response was acceptableQ: I am satisfied with my
experience related to this case

1,038

Customer Care Calls Received

38 Avg # calls per day

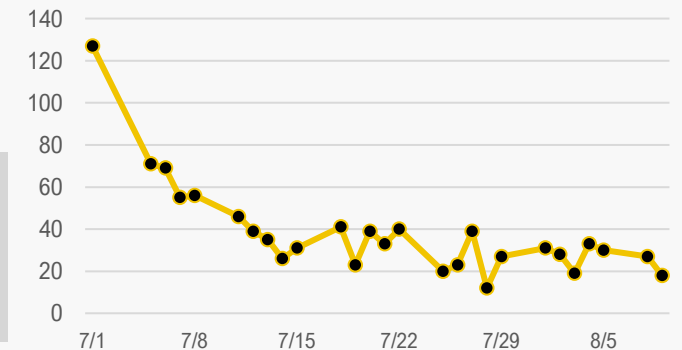
9 min Avg length of calls

<1 min Avg length of queue/waiting

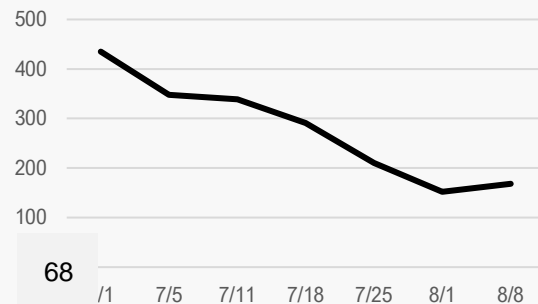
THEMES & OBSERVATIONS

- Completing Onboarding (NID Issues)
- Payment issues (vendors, exp reports)
- Who-do-I-contact-for-help questions
- How-do-I questions

Calls by Date

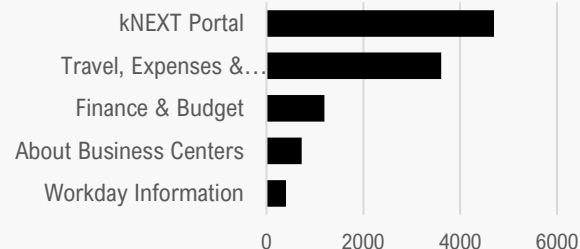


2,900+

Unique Website Visitors
knext.ucf.edu

68

Top 5 Visited Pages



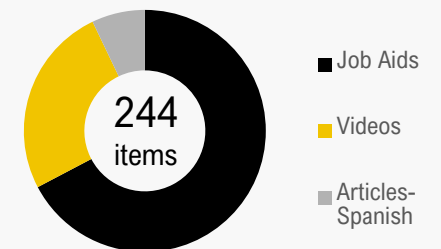
28,000+

Knowledge Article Views

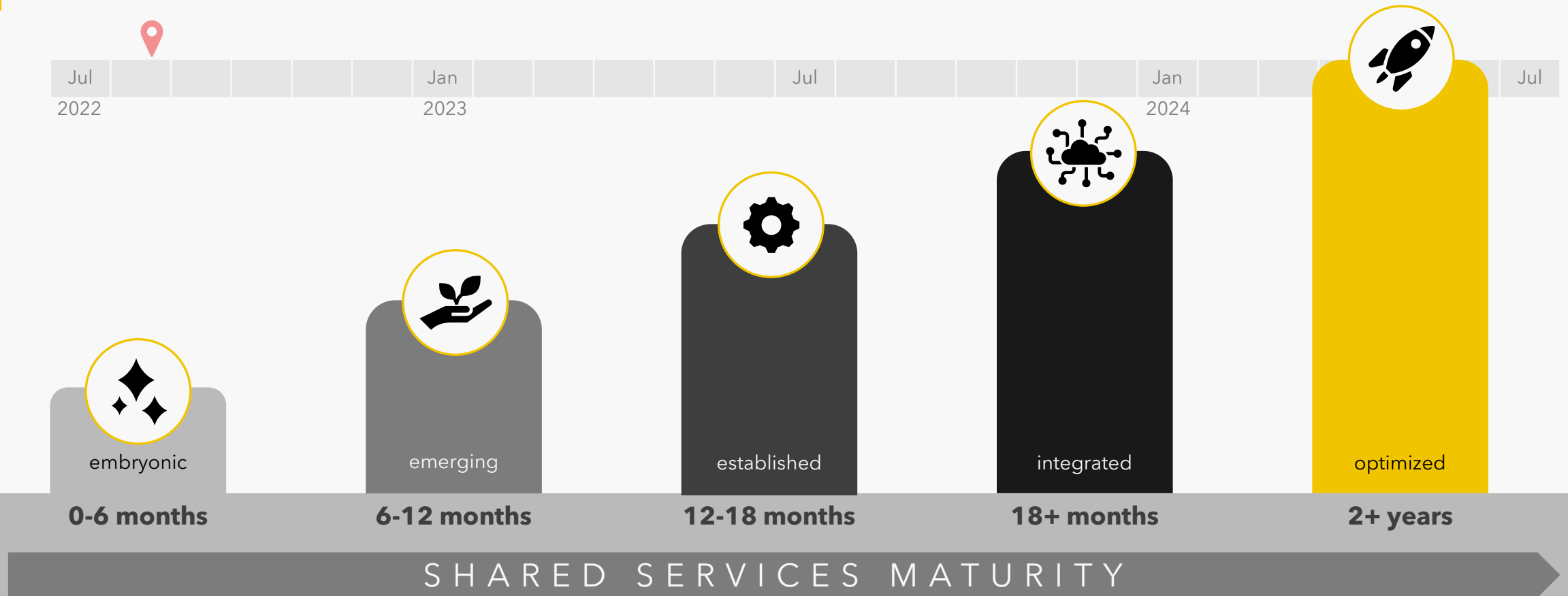
TOP 5 VIEWED ARTICLES

1. Create Spend Authorizations/Expense Reports (1,018)
2. Verify Procurement Card Transactions (739)
3. How to Access (Log in) to Workday (697)
4. How to Check Budget (666)
5. Create a Supplier Invoice (606)

Knowledge Article Inventory



ON A JOURNEY





THANK YOU

To provide exceptional customer service and support to the UCF campus community