



November 16, 2022 Budget and Finance Committee

Board of Trustees

Lake Nona Wave Hotel

Nov 16, 2022 4:00 PM - 5:00 PM EST

Table of Contents

I. Agenda.....	2
II. Minutes of the October 18, 2022, meeting.....	4
III. Reports	
A. DISC-1 SVP Update.....	7
IV. Action	
A. BUDC-1 University Investment Program Structure Update.....	18
V. Information	
A. INFO-1 University Investment Report – 1st Quarter, Ended September 30, 2022.....	58
B. INFO-2 Human Resources Change Management	77
VI. New Business	
VII. Adjournment	

**Board of Trustees Meeting
Budget and Finance Committee
November 16, 2022, 4:00 – 5:00 p.m.**
(or upon adjournment of previous meeting, and at the Chair's privilege)
Lake Nona Wave Hotel

Livestream: <https://ucf.zoom.us/j/94177507263?pwd=Zy9nN0xMckJjS2tyQzk3NVBUeEhBdz09>
Meeting ID: 941 7750 7263; Passcode: 009276

AGENDA

- | | |
|---|--|
| 1. Call to Order and Welcome | Harold Mills, <i>Chair, Budget and Finance Committee</i> |
| 2. Roll Call | Carmen Jarquin, <i>Administrative Coordinator, Administration and Finance</i> |
| 3. Minutes of the October 18, 2022, meeting | Chair Mills |
| 4. Reports (15-minutes) | Chair Mills |
| DISC – 1 | SVP Update
Gerald Hector, <i>Senior Vice President for Administration and Finance</i> |
| 5. Action (35-minutes) | BUDC – 1
University Investment Program Structure Update
Gerald Hector
Bert Francis, <i>Assistant Vice President for Debt Management and University Treasurer</i> |
| 6. Information (10-minutes) | INFO – 1
University Investment Report – 1 st Quarter, Ended September 30, 2022
Gerald Hector
Bert Francis |
| | INFO – 2
Human Resources Change Management
Gerald Hector
Maureen Binder, <i>Associate Vice President and Chief Human Resources Officer</i>
Cat Puckett, <i>Assistant Vice President for Human Resources</i>
Renée Grigor, <i>Director, Talent Acquisition</i> |



Board of Trustees

Meeting Agenda

7. New Business

Chair Mills

8. Adjournment

Chair Mills



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees Meeting
Budget and Finance Committee
October 18, 2022
President's Boardroom, UCF Main Campus

MINUTES

CALL TO ORDER

Trustee Harold Mills, chair of the Budget and Finance Committee, called the meeting to order at 4:00 p.m. Committee members Tiffany Altizer, Bill Christy, Jeff Condello, Joseph Conte, and Michael Okaty were present.

Other trustees attending included Stephen King, Caryl McAlpin, John Miklos and Board Chair Alex Martins.

MINUTES

The minutes of the May 19, 2022, Budget and Finance Committee meeting were unanimously approved as submitted.

ACTION

BUDC – 1 2022-23 Carryforward Spending Plan

Gerald Hector, Senior Vice President for Administration and Finance, presented for approval the 2022-23 Carryforward Spending Plan. This document follows a Board of Governors (BOG) template that must be annually submitted to the BOG after approval by the Board of Trustees

Hector explained that the university has a high carryforward balance, but a plan is in place to spend the balance down in a strategic manner. Changes to address the carryforward balance include a new carryforward policy where colleges can now only retain 5% of their annual operating budget, the remaining carryforward will be held centrally by the Provost's Office to deploy on strategic priorities; Colleges and units that currently have carryforward balances will be required to submit spending plans that will be tracked better with the new Workday system.

Trustees had the following questions:

- Martins inquired about the possibility of producing monthly financial statements now that Workday has gone live. Hector stated that the books can be closed monthly but mapping is a challenge. Information can be rolled up to a summary level, but the analysis is a priority since the university doesn't currently have the human capital needed to get it all done. Hector stated that the hope is that the mapping process will be sorted by the end of November/December.
- King inquired about the dollar amount of all open positions in Facilities, IT and HR, in terms of Education and General (E&G) dollars. Hector stated that the number is not known at this time. UCF does not yet have position control, but it is being worked on. The goal is to have position control/management instituted with the new Workday system such that the total value of the university's staffing establishment can be known at any point in time. With the creation of budget to actual reporting, that will also provide a view into knowing this better.
- Condello voiced concerns regarding the \$40 million faculty start-up seed funding. Hector and Provost Johnson explained the nature of start-up funding, how it works, what it costs, how funds are allocated and how it is monitored. President Cartwright noted that the investment in faculty at the beginning of their careers has a high return on investment (ROI) if the university retains them for an extended period.

Trustee Christy made a motion to approve the Proposed 2022-23 Carryforward Spending Plan. Trustee Altizer seconded the motion. The motion was unanimously approved.

BUDC – 2 Proposed 2022-23 University Operating Budget

Hector presented for approval the Proposed 2022-23 University Operating Budget. The university budget will be balanced even though there was a diminution of revenues of about \$16-17M due to a decrease in student enrollment and an increase in expenses of approximately \$13 million due to critical needs. The combined shortfall of \$20 million will be addressed during the course of the fiscal year. With the new "all funds" approach to university's budget, every source of revenue and fund balances will be researched to find the right solution.

Trustee Altizer made a motion to approve the Proposed 2022-23 University Operating Budget. Trustee Christy seconded the motion. The motion was unanimously approved.

BUDC – 3 Proposed 2022-23 Fixed Capital Outlay Budget

Hector presented the Proposed 2022-23 Fixed Capital Outlay Budget for approval. This is a required item that must be submitted to the BOG on an annual basis and was discussed in depth during the Facilities and Infrastructure Committee meeting.

Trustees had the following questions:

- Martins inquired about an inconsistency in lines five and six regarding the chemistry and biology buildings. The document shows certain funds were spent this year and a remaining balance, but at the same time, it notes that both are to

be completed this year. Hector indicated that the template creates this discrepancy. Jon Varnell, Vice President for Facilities and Business Operations, stated that because the initial requirement from the state was that the funds must be under contract on June 30, but there has since been further clarification from the BOG relative to the timeline. The materials predate the clarification and will be corrected.

- Mills requested a master schedule for these projects that demonstrates expected spending by year until the completion date.

Trustee Conte made a motion to approve the Proposed 2022-23 Fixed Capital Outlay Budget. Trustee Altizer seconded the motion. The motion was unanimously approved.

INFORMATION

The committee had no questions regarding the information items.

NEW BUSINESS

Trustees had the following comments:

- Altizer would like to revisit these topics in a future meeting, specifically the operating budget process
- Mills and McAlpin requested future discussion regarding faculty and start-up packages.

ADJOURNMENT

Chair Mills adjourned the Budget and Finance Committee meeting at 5:07 p.m.

Reviewed by:

Harold Mills
Chair, Budget and Finance Committee

Date

Respectfully submitted:

Mike Kilbride
Associate Corporate Secretary

Date



**Board of Trustees
Budget and Finance Committee | November 16, 2022**

DISC-1: SVP Update

☐ Information

☒ Discussion

☐ Action

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

The Senior Vice President for Administration and Finance provides periodic updates to the Board of Trustees to keep them apprised of activities pertaining to finance and operations. This is an informational update and will cover accomplishments for the change management efforts at the university coupled with specific updates on initiatives.

The key items to be reviewed are the accomplishments since the October of 2022, new hires of key personnel, and finally an update on the HEERF funding through October 31, 2022.

Background Information:

In 2020 the Board of Trustees agreed to undergo a change management process with the implementation of a new Enterprise Resource Planning (ERP) system and a new Responsibility Center Management (RCM) budget model. As both initiatives got underway, it was evident that business processes, policies and practices needed to be updated as well. With all three systems and processes going live on July 1, 2022, the university has embarked on preparing itself to move to another level in higher education nationally.

The Senior Vice President for Administration and Finance is also the Chief Financial Officer, and this role is required to make updates to the Board of Trustees so they can carry out their fiduciary responsibilities appropriately.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

Fiscal impact is still being assessed as a compensation study that was done several years ago was not completed due to funding. At some point we will revisit doing a new study, and from that we will have data to reengage that conversation in the future.

Authority for Board of Trustees Action:

N/A

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



Board of Trustees

Agenda Memo

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

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: SVP Update

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance

Senior Vice President Update

Board of Trustees

Budget and Finance Committee

November 16, 2022

Gerald L. Hector, CPA

“Making changes at a higher education institution is like trying to turn the Titanic with oars.” – Author Unknown



A size comparison between the Titanic and a modern cruise ship.

Topics

- Accomplishments
- Key Personnel Hires
- Workday Update
- HEERF Update
- Questions and Answers

Accomplishments

Updates Since October 2022 Meeting

- SUS Internal Control Audit completed
 - No material weaknesses or significant deficiencies
 - Items of note around policy, timeliness and accuracy are all a part of the work we are doing with our Workday and SET implementations
- Convocation Corporation bonds have been refinanced with approximately \$300K a year in principal and interest payments
- Insurance coverage and premiums renegotiated for both Convocation and Stadium Corporations saving over \$600K per year

Accomplishments

Updates Since October 2022 Meeting

- Launched the new Workday system
 - Currently in Hypercare
 - Gaps in processes exposed for remediation
 - Policies, practices and procedures need to be aligned with system
 - Brought thirteen colleges and ten DSOs together on one platform
 - Professional development and “upskilling” of talent is needed
 - All four tenets of “go live” are improving with each passing week
 - System stabilization is our main goal for fiscal year 2022-2023
 - Budget versus actuals template developed
 - Reporting and variations on reports is ongoing

Accomplishments

Updates Since October 2022 Meeting

- Formed new bi-weekly meetings with all Budget Directors and the SVP/CFO to look at financial and operational management more holistically
- New short term cash management protocols established and being presented to the BOT for approval
- First iteration of “How Much It Costs to Educate a Knight?” has been completed. Review is underway

Key Hires for Administration and Finance



Kimberly Banks
Sr Asst. VP for Budget,
Planning & Analysis



Benjamin Davis
AVP for Planning, Design &
Construction

HEERF Update

State University System of Florida

Federal Higher Education Emergency Relief Program (HEERF)

Estimated Cumulative Fiscal Activity as of October 31, 2022

University of Central Florida

Cumulative Fiscal Information :

Student HEERF Allocation

Institutional HEERF Allocation

Totals :

Total University Allocation	Actual Expenditures as of August 31, 2022	Estimated Expenditures as of October 31, 2022	Total Unexpended Funds October 31, 2022	Total Committed Funds October 31, 2022
\$ 130,343,794	\$ 129,690,714	\$ 130,304,914	\$ 38,880	\$ 15,600
\$ 184,047,141	\$ 120,351,420	\$ 124,774,366	\$ 59,272,775	\$ 59,272,775
\$ 314,390,935	\$ 250,042,134	\$ 255,079,280	\$ 59,311,655	\$ 59,288,375

Thank you

Board of Trustees
Budget and Finance Committee | November 16, 2022

BUDC-1: University Investment Program Structure Update

☐ Information

☐ Discussion

☒ Action

Meeting Date for Upcoming Action: November 17, 2022

Purpose and Issues to be Considered:

On a regular basis, the Treasurer's office meets with the university's investment advisors and investment managers to discuss strategies to improve the university's investment program structure. With today's changing investment landscape, we believe there are new opportunities to reduce our portfolio risk tolerance, while simultaneously increasing liquidity and returns for the university. Attached you will find the investment policy and its accompanying subsections broken out for easier review. The current policy includes the main tenets of the policy with the subsections including the guidelines that govern each of the four pools that make up the total portfolio.

The Federal Reserve ("Fed") has been aggressive in its campaign, raising policy rates, reducing its balance sheet, and speaking about further policy actions to come. The resulting rapid re-valuation of credit markets has created what we believe to be, an extraordinary opportunity for operating funds to increase prospective returns while decreasing risk (as measured by quality, and market-to-market volatility).

Below we outlined some clarifications and changes to our existing Investment Policy Statement. This is a living document that will be updated periodically after review with the Budget and Finance Committee. The statement was last approved by the Board of Trustees in June 2020 and is subject to changes periodically.

Clarifications:

These items do not require a change to the policy statement, but an update to current practices and manager fees.

1. **Pool I Re-establishment** – Several years ago, Pool I in the BNY Mellon portfolio was closed to having funds invested. Funds in that pool were moved over to SPIA (Special Purpose Investment Account). The university would like to re-establish Investment Pool I by moving funds from SPIA into U.S. Treasury based money market funds at BNY/Mellon when it is advantageous to do so for liquidity and cash management purposes. Short term interest rates have risen significantly providing attractive returns for U.S. Treasury backed money market investments.
 - a. One year Treasury securities are averaging yields to maturity of approximately 4% as of October 2022. The SPIA rate of return for September 2022 was approximately 1.20%.
 - b. The re-establishment of Pool I will allow for unlimited same day liquidation/investment decisions when processed prior to 4:00 PM. Currently, the SPIA fund only allows for a maximum of \$20M in same day liquidations/investments when processed prior to 11:00

AM. If there is a need for larger funding requirements advance days' notice must be provided. For example, if a need for funds exceeds \$20 million but is less than \$75 million, five days' notice is required for redemption. If the amount is greater than \$75 million, twenty days' notice is required.

2. **Fund Conversion** – Exchange domestic equity index providers from Vanguard to Fidelity. This change would result in reduced fees of 2.5 basis points, which is estimated to generate savings of approximately \$18,000 per year.

Changes:

1. **Benchmark/mandate changes to Pool IV** – Reduce the average duration/maturity of the fixed income benchmark to the Bloomberg Intermediate Aggregate Index (bonds which are 1-10 years to maturity) rather than using the full Bloomberg Aggregate Index (Bonds from 1-30 years of maturity). This change allows for a significant reduction in investment volatility with minimal forfeiture of total return (in the long-term). Most significantly, this action eliminates exposure to the inherent price volatility in longer dated corporate investments going forward.
2. **Allocation target for International Equity Pool IV** - Reduce the current policy allocation target from 15% down to 10%, while commensurately increasing the Domestic Equity target from 45% to 50%. This re-allocation should result in lower overall return volatility from the equity allocation.

If the proposed clarifications and changes are approved by the UCF Board of Trustees, please note that the following actions have been prepared and will be immediately executed upon conclusion of the meeting:

1. Work with our investment advisors to make the necessary contacts with SPIA and other partners to affect this transaction and maintain this protocol.
2. The University SPIA account currently has a required minimum ("floor") balance of \$203,102,591. Amounts held in that account more than that total will be transferred to the reestablish Pool I at BNY Mellon.
3. A Letter of Direction will be executed to move from the Vanguard fund to the new Fidelity fund. The goal is to complete the transfer within the same business day to eliminate any market timing risks.
4. A Letter of Direction will be executed to rebalance the equity allocation per the new policy targets.

Background Information:

The university establishes its investment parameters in accordance with sections 1011.42(5) and 218.415, Florida Statutes, and the UCF Investment Policy Manual (policy), including its supplement and operating pool sub-sections (Attachment A). The Senior Vice President for Administration and Finance and Chief Financial Officer or designee consolidates, where practicable and allowable, cash balances and investments from all funds covered by the policy to minimize risk exposure and maintain liquidity while maximizing investment earnings.

As required by section 218.415, Florida Statutes, the investment objectives of the University for invested funds shall be to provide for safety of capital, liquidity of funds, and investment income, in that order. The optimization of investment returns shall be secondary to the requirements for safety and liquidity.

In addition to funds invested in the authorized State Treasurer's Special Purpose Investments Account (SPIA) and State Board of Administration's Local Government Investment Pool (SBA), excess funds might be invested within other qualified public depositories for the purposes to maintain safety, but also increase returns as opportunities present themselves to do so.

Pool I is designated as cash reserves for operational expenses and will hold the following assets classes and targets:

Asset Group	Target	Range	Comparison
Cash & Equivalents	100%	N/A	90 Day US T-Bills

This pool will be the utilized as a part of the short-term cash management needs.

UCF receives cash from several sources during a fiscal year. It is primarily made up of Educational and General, Auxiliary, Contracts and Grants, Foundation, and other miscellaneous funds. These funds are bifurcated within the general ledger based on state statutes (colors of money) and other regulations and will be invested in different ways.

Education and General funds come in the form of student tuition and fee payments and state support. For purposes of this investment policy, these funds will be invested in the following manner.

1. All state support will be deposited in SPIA (Special Purpose Investment Account). Those funds come into the university on a bi-weekly basis.
2. All student and fee funds come into the university via deposits to one of the university's qualified public depositories (QPDs) (currently Bank of America), primarily at the start of each semester.

All **non**-Education and General funds (e.g., auxiliary) also come into the university via deposits to one of the university's qualified public depositories (currently Bank of America).

All funds received by the university will be managed using a laddered and structured short term cash management program. This program will include time horizons based on liquidity, cash flow and programmatic needs. All investment time horizons will adhere strict rules and regulations of the state of Florida. The cash management program will utilize three qualified public depositories. They currently are: SPIA, BNY Mellon and Bank of America.

The cash management protocols are as follows:

1. The Florida State Treasury office requires each University to maintain a floor balance within the SPIA fund. This floor balance is calculated as sixty percent (60%) of the previous three-month average balance, with it being updated each month for changes. It resets each month for the succeeding month. Additionally, ***"the period of time the minimum balance must be invested is six months. Therefore, six months' notice will be required for withdrawals below the minimum balance. The minimum balance amount and/or period of time may be amended by the Treasury, at its sole option, with 30 days advanced written notice."***
2. The university will liquidate all SPIA holdings more than the floor's minimum balance and will invest these funds within Pool I at another qualified public depository (currently BNY Mellon). The University Treasurer working with the Chief Financial Officer will ensure that the amounts

are adequately invested to maximize investments returns to the university for use on key university mission and objectives.

3. All student tuition and fee payments, contracts and grants, Foundation reimbursements, and auxiliary revenues that come into Bank of America will be analyzed for daily liquidity to meet the university's daily cash needs, and any excess over \$5 million on any given day will be invested in Pool I.
4. Pool I will only have securities that are safe, liquid, and available for immediate liquidations as well as to take advantage of investment earnings.

Pool II is designated to cover the University's medium-term requirements such as debt service for the next year. The university will engage in an exercise through its new "all funds" model to review a schedule of liabilities or claims on cash process to set time horizons for this pool. Funds invested in this pool are primarily non-E&G funds but provides a short term cash management option that spans one year. This fund will be tied to the annual budgeting process for auxiliaries and other non-E&G units.

Asset Group	Target	Range	Comparison
Fixed Income	75%	50% - 100%	ICE BofAML 1-year Treasury
Cash & Equivalents	25%	0%-50%	90 Day US T-Bills

Pool III is considered excess cash reserves that may be invested in longer-term investments (up to seven years). These funds do not have an immediate need but have a longer time horizon for investing (e.g. putting aside funds for a new parking facility or deferred maintenance needs on auxiliary buildings). Investment vehicles are shown in the table below.

Asset Group	Target	Range	Comparison
Domestic Equity	15%	10% - 20%	S&P 500
Intermediate Fixed Income	85%	75% - 95%	ICE BofAML 1-5yr G/C A or Better
Cash & Equivalents	0%	0% - 15%	90 Day US T-Bills

Pool IV is for optimization of investment returns and have longer maturities. Investment vehicles in this pool are shown in the table below:

Asset Group	Target	Range	Comparison
Domestic Equity	50%	45% - 55%	S&P 500
International Equity	10%	5% - 15%	MSCI-ACWxUS
Alternative Assets*	5%	0% - 10%	TBD
<i>Total Equity & Equivalents</i>	65%	55% - 75%	
Fixed Income	30%	25% - 35%	Bloomberg Capital Intermediate Aggregate
TIPS*	5%	0% - 10%	Bloomberg TIPS

Total Fixed Income	35%	30% - 40%	
Cash & Equivalents	0%	0% - 5%	90 Day US T-Bills

The UCF Investment Policy Manual was last reviewed by the Board of Trustees on August 12, 2020.

Recommended Action:

Recommend approval of the proposed clarifications and changes to the University Investment Policy Statement.

Alternatives to Decision:

Decline to recommend approval of the proposed amendments to the University Investment Policy Statement or request revisions in lieu of what is being proposed.

Fiscal Impact and Source of Funding:

It is estimated that the proposed changes will result in increased interest income returns generated from the structured investment portfolio, however specific amounts can not be determined as it is dependent upon future market conditions.

Authority for Board of Trustees Action:

Sections 1011.42(5) and 218.415, Florida Statutes; UCF-4.014 Investments; UCF Investment Policy Manual

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

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

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: UCF Investment Policy Manual, Supplement, and Operating Pool Sub-Sections

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance

Bert Francis, Assistant Vice President for Debt Management and University Treasurer



UNIVERSITY OF CENTRAL FLORIDA

INVESTMENT POLICY MANUAL

TABLE OF CONTENTS

INVESTMENT POLICY	<u>32</u>
INVESTMENT OBJECTIVES	<u>32</u>
PERFORMANCE MEASUREMENT	<u>43</u>
PRUDENCE AND ETHICAL STANDARDS.....	<u>43</u>
BROKER DEALERS, SAFEKEEPING AND CUSTODY	<u>54</u>
AUTHORIZED INVESTMENTS.....	<u>54</u>
UNIVERSITY ENDOWMENT.....	<u>87</u>
RISK AND DIVERSIFICATION	8
QUALIFIED PUBLIC DEPOSITORIES, INVESTMENT INSTITUTIONS AND DEALERS	8
THIRD PARTY CUSTODIAL AGREEMENTS.....	<u>98</u>
MASTER REPURCHASE AGREEMENT	<u>98</u>
BID REQUIREMENT.....	9
INTERNAL CONTROLS	9
CONTINUING EDUCATION	9
REPORTING.....	9
ANNUAL REVIEW	<u>109</u>
GLOSSARY	11

<u>OPERATING POOL SUPPLEMENT</u>	<u>14</u>
<u>OPERATING POOL I SUB-SECTION</u>	<u>20</u>
<u>OPERATING POOL II SUB-SECTION</u>	<u>21</u>
<u>OPERATING POOL III SUB-SECTION</u>	<u>25</u>
<u>OPERATING POOL IV SUB-SECTION</u>	<u>29</u>

Investment Policy

The University establishes its investment parameters in accordance with Sections 1011.42(5) and 218.415, Florida Statutes, and complies with all applicable state ordinances and covenants. The Senior Vice President for Finance Administration and Finance and Chief Financial Officer (~~Vice President~~) (“Chief Financial Officer”) or designee will consolidate, where practicable and allowable, cash balances and investments from all funds covered by this policy to minimize risk exposure and maintain liquidity while maximizing investment earnings.

This policy and manual is applicable to the University of Central Florida funds being held to meet current expenses and the excess of funds required to meet current expenses. This policy and manual is also applicable to the university's various Direct Support Organizations that do not have an investment policy or manual approved by its board.

Investment Objectives

As required by Section 218.415, Florida Statutes, the investment objectives of the University for invested funds shall be to provide for safety of capital, liquidity of funds, and investment income, in that order. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. In addition to funds invested in the authorized State Treasurer's Special Purpose Investments Account (SPIA) and State Board of Administration's Local Government Investment Pool (SBA), excess funds may be divided in four different pools for the structured portfolio as follows: Pool I will be designated as cash reserves for operational expenses; Pool II will be designated to cover the University's medium term requirements such as debt service for the next year; Pool III will be considered excess cash reserves that may be invested in longer term investments (up to seven years). Safety and optimization of investment returns may be the investment objectives of funds invested in Pool IV only (liquidity is secondary).

1. **Safety** - Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks the preservation of capital in the overall portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with the risks associated with prudent investment practices and the performance benchmarks stated herein, if applicable.
2. **Credit Risk** - The University will limit credit risk (the risk of loss due to the failure of the security issuer or backer) by diversifying the investment portfolio so that potential losses on individual securities will be minimized and by limiting investments to specified credit ratings.
3. **Liquidity** - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature to meet anticipated demands (static liquidity). Since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). The portfolio may be placed in local government investment pools, money market mutual funds or similar funds that perform similar to money market funds that offer same-day liquidity for short-term funds.
4. **Yield** - The investment portfolio shall be designed with the objective of attaining a market rate of return, as measured by specified benchmarks, throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- A. A security with declining credit risk may be sold early to minimize loss of principal.
- B. A security swap that would improve the quality, yield, or target duration in the portfolio.
- C. Liquidity needs of the portfolio require that the security be sold.
- D. Adverse market or economic conditions.

5. Transparency - The University shall operate its portfolio in a transparent manner, making its periodic reports both available for public inspection and designed in a manner which communicates clearly and fully information about the portfolio, including market pricing, adjusted book value, and yields.

To the extent possible Education and General funds will be invested in the State Treasurer's Special Purpose Investment Account (SPIA) and State Board of Administration's Local Government

Investment Pool (SBA); any excess Education and General funds may be invested in Pool I money market funds and Pool II or Pool III fixed income investments.

Performance Measurement

As a benchmark for investment returns, the University's investment portfolio, net of fees, should strive to equal or exceed the returns provided by the State Treasurer's Special Purpose Investment Account (SPIA). However, achieving this benchmark is secondary to the requirements for safety and liquidity.

Prudence and Ethical Standards

1. Prudence - The standard of prudence to be used by investment officials shall be the Prudent Person Rule and shall be applied in the context of managing an overall portfolio. University personnel, acting in accordance with this investment policy shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported to the University's governing board in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The Prudent Person Rule states that: "Investments should be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived from the investment."
2. Ethics and Conflicts of Interest - The ~~Chief Financial Officer university CFO and Senior Vice President~~ and other authorized personnel shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. These investment officials shall disclose annually, in a written statement, any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. They shall refrain from undertaking personal investment transactions with the same individual(s) with whom business is conducted on behalf of the University.
3. Delegation of Authority - Authority to manage the investment program is granted to the ~~Chief Financial Officer. CFO and Senior Vice President.~~ The ~~Chief Financial Officer CFO and Senior Vice President~~ may delegate authority to the ~~Associate Vice President Assistant Vice President University Treasurer~~ for Financial Affairs (~~Associate Assistant Vice President~~ "UCF Treasurer"). Additional authorized personnel include any other person or position approved by the

University's governing board. The University may seek professional advice and therefore may contract with a federally registered investment advisory firm that specializes in public funds fixed income management, and it may also seek advice and counsel from the ~~Finance and Facilities~~Budget and Finance Committee to assist with investment decisions. The ~~Finance and Facilities~~Budget and Finance Committee will approve and, from time to time as they deem necessary, amend this investment policy. No person may engage in an investment transaction except as provided under the terms of this policy. The ~~Chief Financial Officer CFO and Senior Vice President~~ shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Broker Dealers, Safekeeping and Custody

1. Authorized Financial Dealers and Institutions – For assets not delegated to the fiduciary management of a professional third party investment organization, the University shall list financial institutions consisting of banks and other depository institutions authorized to provide depository and investment services. In addition, a list will be maintained of security broker/dealers consisting of "primary" dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule) that are providing services to the University or that the University contemplates using.
2. Delivery vs. Payment - Securities transactions between a broker-dealer and the safekeeping agent or custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.
3. Safekeeping, Custody & Perfection of Interest - Securities shall be held with a third party; and all securities purchased by, and all collateral obtained by, the University should be properly designated as an asset of the University. No withdrawal of securities, in whole or in part, shall be made from safekeeping or custody, except by an authorized staff member of the University.

~~3.~~

Authorized Investments

This investment policy is authorized by the University's Board of Trustees. The following investments are authorized to be utilized in achieving the objectives of this policy. Investments not listed are prohibited. The investment portfolio must be structured in such manner as to provide sufficient safety and liquidity to pay obligations as they come due. Investment maturities should anticipate cash flow requirements.

Prior to conducting transactions as authorized by this policy, the ~~Chief Financial Officer CFO and Senior Vice President~~ shall determine the approximate maturity date based on cash-flow needs and market conditions, analyze and select one or more optimal types of investments, and competitively bid the security in question when feasible and appropriate. Except as otherwise required by law, the bid deemed to best meet the investment objectives shall be selected.

Investments shall be limited to securities selected from the following types:

1. The United States Treasury and Agency securities - Securities that are issued by the United States Treasury or those for which the full faith and credit of the United States government guarantees fully all principal and interests payments.

A. Credit Ratings

Ratings are not required for U.S. Treasury securities. Agencies backed by the full faith and credit of the United States government, such as Government National Mortgage Association (GNMA), must have at least one AAA (or its equivalent) long-term credit rating from a Nationally Recognized Statistical Rating Organization (NRSRO). The ~~Finance and Facilities~~Budget and Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

B. Interest Rate Risk Restrictions

The United States Treasury and Agency securities backed by the full faith and credit of the United States government. At the time of purchase, securities must have an average effective maturity no greater than seven years from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

2. Government Sponsored Enterprises (GSE) - Securities issued by the Federal Farm Credit Bank, the Federal Home Loan Mortgage Corporation, the Federal Home Loan Bank, the Federal National Mortgage Association, or the Federal Agricultural Mortgage Corporation. Any other GSE shall be considered as corporate debt for the purposes of this policy and shall be authorized under the criteria set forth in section 7, Corporations.

A. Credit Ratings

Authorization of the listed GSE in section 7 is predicated upon these institutions maintaining at least one AAA (or its equivalent) long-term credit rating from a NRSRO. The ~~Finance and Facilities~~Budget and Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

B. Interest Rate Risk Restrictions

At the time of purchase, securities must have an average effective maturity no greater than seven years from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

3. The State Board of Administration's Local Government Investment Pool (SBA), the State Treasurer's Special Purpose Investments Account (SPIA) or any intergovernmental investment pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in Section 163.01, Florida Statutes.

A. Credit Rating

Local Government Investment Pools - At the time of purchase, the local government investment pool must carry an A~~f~~ (or its equivalent) rating from a NRSRO (if applicable). The ~~Finance and Facilities~~Budget and Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

4. Money Market Mutual Funds - Shares of any money market fund that is registered as an investment company under the federal "Investment Company Act of 1940", as amended.

A. Credit Rating

At the time of purchase, money market funds must carry an A1 (or its equivalent) rating from a NRSRO. The ~~Finance and Facilities~~Budget and Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

B. Interest Rate Risk Restrictions

At the time of purchase, shares in the money market fund must be fully redeemable on the next business day.

5. Interest-bearing time deposits or savings accounts in Qualified Public Depositories (QPD) as defined in Section 280.02, Florida Statutes.

- A. Credit Rating or Limitations

- Bank deposits for the University must comply with Section 280.16, Florida Statutes. Such deposits in QPD's must be collateralized according to the statutory requirements.

- ~~6.~~ Repurchase Agreements - Securities referred to in section 4 or 5 and that can otherwise be purchased under this policy may be subject to a repurchase agreement. Such securities subject to this agreement must have a coupon rate that is fixed from the time of settlement until its maturity date, and must be marketable. Such securities must be delivered to the University or to a third-party custodian or third-party trustee for safekeeping on behalf of the public entity. The collateral securities of any repurchase agreement must be collateralized at no less than one hundred two percent and marked to market no less frequently than weekly. All approved institutions and dealers transacting repurchase agreements shall execute and perform as stated in the master repurchase agreement. All repurchase agreement transactions shall adhere to the requirements of the master repurchase agreement.

~~6.~~

- A. Credit Ratings

- At the time of purchase the counter-party to any such agreement must carry short-term credit ratings which conform to those required by section 7.

- B. Interest Rate Risk Restrictions

- For repurchase agreements, at the time of purchase such agreement must have a maturity no greater than one year from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

7. Corporations - United States dollar denominated debt instruments issued by a corporation or bank which is organized and operated within the United States.

- A. Credit Ratings

- At the time of purchase, all non-money market instruments must carry at least one "investment grade" (or its equivalent) long-term credit ratings from a NRSRO. For money market instruments, which comply with rule 2a7 at the time of purchase, such securities must carry at least two short-term credit ratings and no short-term credit rating may fall below A1+ from Standard & Poor's, P1 from Moody's, or F1+ from Fitch. The ~~Finance and Facilities~~Budget and Finance Committee may direct the University to use other ratings that may be more appropriate for the prevailing economic situation.

Should a security's credit rating drop below these standards after purchase, the University's authorized personnel shall act as Prudent Persons in managing the risks associated with this security, and shall timely notify the ~~Finance and Facilities~~Budget and Finance Committee of such an event.

- B. Interest Rate Risk Restrictions

- At the time of purchase, such securities must have an average effective maturity no greater than seven years from the date of settlement. The forward delivery period on such securities may not exceed 60 days.

8. Other investments authorized by law or by ordinance for a county or a municipality.

9. Other investments authorized by law or by resolution for a school district or a special district.
10. Direct Support Organizations (DSO) duly authorized by the University's Board of Trustees – An agreement or memorandum of understanding must be executed prior to the placement of funds with any DSO.
11. Mutual funds, unit investment trusts or professionally managed securities or other investment vehicles specifically authorized by the ~~Finance and Facilities~~Budget and Finance Committee.

University Endowment

The preferred recipient of gifts for the University is the UCF Foundation, Inc. However, there may be special circumstances whereby a monetary gift or other asset is received by the University directly, or the University may choose to establish a quasi-endowment with funds available for such purpose from other sources. In these instances, the University may choose to enter into an agreement with the UCF Foundation, Inc. to manage the investment of a portion or all of a particular University endowment or quasi-endowment. The Foundation has several investment options. The decision as to which of the options to be utilized for University funds would be specified in a contractual document between the University and the Foundation, with specific instructions as to the authorization and manner in which receipts and disbursements would be processed. The University's assets may be pooled with Foundation assets for investment purposes, but with procedures in place for detailed accounting and reporting of the University's shares in the pool. These investments may deviate from the balance of this policy's direction to limit investments to no more than five years duration.

Risk and Diversification

The University portfolio shall be diversified to the extent practicable to control the risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. The diversification strategies laid out in this policy shall be reviewed and revised periodically, as deemed necessary by the ~~Chief Financial Officer CFO and Senior Vice President~~ and any revisions shall require the approval of the ~~Finance and Facilities~~Budget and Finance Committee.

Investments that vary in length to maturity will be made to correlate with the University's cash flow projections. The correlation will be made conservatively, considering the University's projected need for liquidity. Cash flow information will be used as a basis for informed decisions regarding the allocation of cash balances into categories of investments with varying maturities. The investment vehicles used in the four categories will be determined by the ~~Chief Financial Officer Vice President~~ in consultation with an investment consultant, the chair of the ~~Finance and Facilities~~Budget and Finance Committee and other appropriate University staff.

In order to ensure liquidity and diversify risk to principal, multiple depository banks, in addition to the bank(s) currently under contract with the University to provide treasury services, may be utilized to hold and invest short term cash.

Qualified Public Depositories, Investment Institutions and Dealers

The ~~Associate Vice President~~University Treasurer will maintain the current approved list of qualified public depositories (as defined in Section 280.02, Florida Statutes).

Third Party Custodial Agreements

Securities will be held with a third party; and all securities purchased by, and all collateral obtained by the University will be properly designated as an asset of the University. If a bank serves in the capacity of Investment Manager, said bank could also perform the required custodial and reporting services. No withdrawal of securities, in whole or in part, shall be made from safekeeping, except by those designated within the Investment Management and Custodial Agreement between the Custodian and the University. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis, if applicable, to ensure that the custodian will have the security or money, as appropriate, in hand at the conclusion of the transaction.

Master Repurchase Agreement

The ~~Associate Vice President~~ University Treasurer or the Investment Manager, if applicable, will maintain a master repurchase agreement and require all approved institutions and dealers transacting repurchase agreements to adhere to the requirements of the master repurchase agreement. The master repurchase agreement is a separate document.

Bid Requirement

For assets not delegated to the fiduciary management of a professional third party investment organization, the University shall require purchases and sales to be executed in a competitive bid environment wherein at least three (3) offers or bids are requested for each security. Exceptions to this approach may be made when (1) prices for purchases or sales are compared to systems providing current market prices and deemed reasonable, (2) when the security to be purchased is unique to one institution or (3) the security has recently been issued and is trading at the same price by all financial institutions.

Internal Controls

The ~~Associate Vice President~~ University Treasurer shall establish a system of internal controls and operational procedures, which will be documented in writing. The internal controls will be reviewed by the University Audit staff and are subject to audit by the Auditor General of the State of Florida. The controls will be designed to prevent losses of public funds arising from fraud, employee error, imprudent actions by employees and misrepresentation by third parties. The internal controls and operational procedures is a separate document.

Continuing Education

The ~~Chief Financial Officer CFO and Senior Vice President, Associate Vice President~~ University Treasurer, or designee, will annually (during each calendar year) complete eight hours of continuing education in subjects or courses of study related to investment practices and products.

Reporting

1. Methods - The ~~Chief Financial Officer Vice President~~, or designee, shall or shall have prepared and provide to the ~~Finance and Facilities~~ Budget and Finance Committee an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. An outside investment advisor or other third party may be utilized to prepare the report. The management

summary will be prepared in a manner that will allow the University to ascertain whether investment activities during the reporting period have conformed to the investment policy. This investment report shall include securities in the portfolio by class or type, book value, income earned, and market value as of the report date. Such reports shall be available to the public.

2. Compliance – If any investment held does not meet the guidelines of this policy, it shall be temporarily exempted from the requirements of the policy until appropriate disposition of the security is agreed upon with the University's investment advisory firm.

Annual Review

This policy shall be reviewed on an annual basis. Any changes or amendments to the manual, operating funds supplement or operating pool sub-sections must be approved by the ~~Finance and Facilities~~Budget and Finance Committee.

Glossary

Benchmark. A comparative base for measuring the performance or risk tolerance of the investment portfolio. A benchmark should represent a close correlation to the level of risk and the average duration of the portfolio's investments.

Bid. The price offered by a buyer of securities.

Collateral. Securities, evidence of deposit, or other property that a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

Delivery vs. Payment. Delivery versus payment is delivery of securities to a third party with an exchange of money for the securities. The transaction is not complete until both parties provide their commitments.

Diversification. Dividing investment funds among a variety of securities offering independent returns.

Direct Support Organization (DSO). An organization pursuant to Section 1004.28, Florida Statutes, as certified by the University Board of Trustees.

Federal Deposit Insurance Corporation (FDIC). A federal agency that insures bank deposits, currently up to \$250,000 per deposit.

Federal Farm Credit Bank (FFCB). The Federal Farm Credit Banks Funding Corporation issues debt securities as fiscal agent for the Farm Credit System, which is a nationwide network of borrower-owned lending institutions and service organizations specializing in agricultural and rural America. The mission of this government-sponsored enterprise is to ensure the availability of sound, dependable funding for agricultural producers, cooperatives, and certain farm related business.

Federal Home Loan Bank (FHLB). Government sponsored wholesale banks that lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of its members who must purchase stock in their district bank.

Federal Home Loan Mortgage Corporation (FHLMC). FHLMC, commonly referred to as Freddie Mac, is a government sponsored enterprise that provides liquidity to the mortgage markets, much like FNMA and FHLB.

Federal National Mortgage Association (FNMA). FNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing and Urban Development (HUD). It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The Corporation's purchases include a variety of adjustable mortgages and second loans, in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

LIBOR. London Interbank Offer Rate.

Liquidity. A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

Market Value. The price at which a security is trading and could presumably be purchased or sold.

Master Repurchase Agreement. A written contract covering all future transactions between the parties to repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

Maturity. The date upon which the principal or stated value of an investment becomes due and payable.

Portfolio. Collection of securities held by an investor.

Prudent Person Standard. An investment standard in which investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Qualified Public Depository. Any bank, savings bank, or savings association that is organized under the laws of the United States or the State of Florida; has its principal place of business or a branch office to receive deposits in Florida; has deposit insurance under the provisions of the Federal Deposit Insurance Act; meets the requirements of Chapter 280, Florida Statutes (Florida Security for Public Deposits Act); and has been designated by the Chief Financial Officer of the State of Florida as a qualified public depository.

Repurchase agreement (REPO). A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use REPOs extensively to finance their positions. Exception: When the Fed is said to be doing REPOs, it is lending money that is increasing bank reserves.

Safekeeping. A service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

Spread. (1) The yield or price difference between the bid and offer on an issue. (2) The yield or price difference between different issues.

State Board of Administration's Local Government Investment Pool (SBA). The aggregate of all funds from political subdivisions that are placed in the custody of the State Board of Administration for investment and reinvestment.

State Treasury Special Purpose Investment Account (SPIA). The aggregate of all funds from governmental entities that are placed in the custody of the State Treasury for investment and reinvestment.

Treasury Bills. A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in one month, three months, or six months.

Yield. The rate of annual income return on an investment, expressed as a percentage.

(1) Income yield is obtained by dividing the current dollar income by the current market price for the security. (2) Net yield or yield to maturity is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

University of Central Florida Investment Policy Manual
OPERATING FUNDS SUPPLEMENT
to the
~~**University of Central Florida Investment Policy Manual**~~

This Operating Funds Supplement (Supplement) and its sub-sections are part of the University of Central Florida Investment Policy Manual and are intended only to complement the objectives and guidelines outlined therein. The purpose of this Supplement is to set forth the specific investment objectives and parameters for the management of financial assets of the University of Central Florida Operating Funds (4 internally segmented portfolios collectively referred to as the Fund). This Supplement is designed to ensure the prudent management of financial assets, the availability of operating and capital funds when needed, and to earn an investment return competitive with comparable funds and appropriate measurement benchmarks.

This document will be used to identify and convey the specific objectives and restrictions of each of the four (4) Operating Fund Pools, which shall be designated as Operating Pools I-IV in sub-sections to this Supplement. Whereas individual guidelines and objectives will be defined for each Pool, the following criteria will apply collectively to all of the Operating Pools.

I. Investment Guidelines

A. Authorized Investments

Pursuant to the investment powers of the ~~Finance and Facilities~~Budget and Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the ~~Finance and Facilities~~Budget and Finance Committee sets forth the following general investment guidelines and limitations for all Operating Pools where the listed security type is an allowable investment.

1. Equities

- a. Securities must be traded on a national exchange or electronic network.
- b. Not more than 5% of the Fund's assets, at the time of purchase, shall be invested in the common stock, capital stock or convertible stock of any one issuing company, nor shall the aggregate investment in any one issuing company exceed 5% of the outstanding capital stock of the company.
- c. All securities must be readily marketable.
- d. Additional criteria may be outlined in the specific Operating Pool guidelines and/or a manager's addendum.

2. Fixed Income

- a. Not more than 5% of the Fund's assets, at the time of purchase, shall be invested in bonds issued by any single corporation.
- b. All securities must be readily marketable.
- c. Additional criteria may be outlined in the specific Operating Pool guidelines and/or a manager's addendum.

3. Cash & Equivalents

- a. The money market fund(s) or short-term investment fund (STIF) options provided by the Fund's custodian.

- b. Securities must be rated in one of the two (2) highest credit quality categories for short-term securities by at least two nationally recognized rating services.
- c. The maturity of any single security shall not exceed 180 days and shall maintain a dollar-weighted average effective maturity of 90 days or less.
- d. All securities must be readily marketable.

4. Pooled Investment Funds

a. Investments made by the Fund may include pooled investment funds. For purposes of this Supplement, pooled investment funds may include, but are not limited to, mutual funds, commingled funds, exchange-traded funds, limited partnerships and private equity.

~~a.~~
~~b.~~ Pooled investment funds may be governed by separate documents which may include investments not expressly permitted in this Supplement. In the event of investment by the Fund into a pooled investment fund, the ~~Finance and Facilities~~Budget and Finance Committee will adopt the prospectus or governing policy of that pooled investment fund as the stated addendum to this Supplement.

Environmental, Social and Governance (ESG) factors may be one of many factors taken into consideration in the selection of operating fund investment.

B. Absolute Restrictions

No investments shall be permitted in:

- 1. Any investment prohibited by State or Federal Law.
- 2. Any investment not specifically allowed as part of this Supplement or its sub-sections.
- 3. Direct investment in 'Scrutinized Companies' identified in the periodic publication by the State Board of Administration ("SBA list", updated on their website www.sbafla.com/fsb/), is prohibited. Any security identified as non-compliant on or before January 1, 2010 must be divested by September 1, 2010. Securities identified after January 1, 2010, are subject to the provisions of Section II-C below. However, if divestiture of business activities is accomplished and the company is subsequently removed from the SBA list, the manager can continue to hold that security. Indirect investment in 'Scrutinized Companies' (through pooled investment funds) are governed by the provisions of Section II-E below.

II. Investment Procedures

UCF receives cash from a number of sources during the course of a fiscal year. It is primarily made up of Educational and General, Auxiliary, Contracts and Grants, Foundation funds, and other miscellaneous funds. These funds are bifurcated within the general ledger based on state statutes and other regulations and will be invested in different ways.

Education and General funds come in the form of student tuition and fee payments and state support. For purposes of this investment policy, these funds will be invested in the following manner.

1. All state support will be deposited in SPIA (Special Purpose Investment Account). Those funds come into the university on a bi-weekly basis.
2. All other Educational and General funds come into the university via deposits to the university Bank of America account, as a result of university operations with students making tuition payments, contract and grant payments, and Foundation payments.

All non-Education and General funds come into the university via deposits to the university Bank of America account.

All funds received by the university will be managed using a laddered and structured short term cash management program. This program will include time horizons based on liquidity, cash flow and programmatic needs. All investment time horizons will adhere strict rules and regulations of the state of Florida. The cash management program will take into account three investment vehicles. They are: SPIA, BNY Mellon and Bank of America.

The cash management protocols are as follows:

1. The Florida State Treasury office requires each University to maintain a floor balance within the SPIA fund. This floor balance is calculated based on the average daily holdings within the fund over previous monthly periods, and is periodically reviewed and updated by the State Treasury throughout the year.
2. The university will liquidate all SPIA holdings down to the floor minimum balance and will invest these funds within Pool I.
3. All state support that is subsequently recorded directly into SPIA when transferred from the State of Florida, will be liquidated from SPIA and reinvested in Pool I in order to maintain SPIA balances at the minimum floor amount.
4. All student tuition and fee payments, contracts and grants, Foundation reimbursements, and auxiliary revenues that come into Bank of America will be analyzed for daily liquidity to meet the university's daily cash needs, and any excess over \$5 million on any given day will be invested in Pool I.
5. Pool I will only have securities that are safe, liquid and available for immediate liquidations as further defined in the Pool I subsection of the university's investment policy.
6. On a periodic basis the university Treasurer, in coordination with university investment advisors, and individual investment pool managers, will evaluate the balances within the Pool I fund and may recommend to the University Board of Trustees a periodic rebalancing of any non-education and general funds to Pool II, Pool III and Pool IV.

IV. III. Portfolio Communications & Compliance

- A. It is the direction of the ~~Finance and Facilities~~Budget and Finance Committee that the Fund assets are held by a ~~third-party~~third-party custodian, and that all securities purchased by, and all collateral obtained by the Fund shall be properly designated as Fund assets. No withdrawal of assets, in whole or in part, shall be made from safekeeping except by an authorized member of the Board of Trustees or their designee. Securities transactions between a broker-dealer and the custodian involving purchase or sale of securities by transfer of money or securities must be made on a "delivery vs. payment" basis to insure that the custodian will have the security or money in hand at conclusion of the transaction.

- B. On a monthly basis, the custodian shall supply an accounting statement that will include a summary of all receipts and disbursements and the cost and the market value of all assets.
- C. On a quarterly basis, the Investment Managers shall provide a written report affirming compliance with the provisions outlined in this Supplement, the respective sub-section and the Investment Manager's addendum (collectively referred to as "Permitted Provisions Documents"). If an Investment Manager owns an investment that complied with Permitted Provisions Documents at the time of purchase, which subsequently exceeds the applicable limit or does not satisfy the Permitted Provisions Documents, such excess or noncompliant investments may be continued until it is economically feasible to dispose of such investment in accordance with the prudent man standard of care. However, no additional assets may be allocated to the designated investment unless authorized in writing by the ~~Finance and Facilities~~Budget and Finance Committee. Investment Managers will provide immediate written notice to the ~~Finance and Facilities~~Budget and Finance Committee of any deviation from the standards set forth in the Permitted Provisions Documents and are also required to provide an action plan outlining the investment 'hold or sell' strategy.
- D. The Investment Consultant shall evaluate and report on a quarterly basis the rate of return net of investment fees and relative performance of the Fund.
- E. The Investment Consultant, on behalf of the Fund, shall send a letter to any pooled investment fund referring the investment manager to the listing of 'Scrutinized Companies' by the State Board of Administration ('SBA list'), on their website www.sbafla.com/fsb/. This letter shall request that they consider removing such companies from the pooled investment fund or create a similar actively managed pooled investment fund devoid of such companies. If the manager creates a similar pooled investment fund, the Fund shall replace all applicable investments with investments in the newly offered pooled investment fund in an expedited timeframe consistent with prudent investing standards. Once sending the required correspondence, the Fund is not required to sell or limit additional purchases of the pooled investment fund.
- F. At least annually, the ~~Finance and Facilities~~Budget and Finance Committee shall provide the Investment Managers with projected disbursement needs of the Fund so that the investment portfolio can be structured in such a manner as to provide sufficient liquidity to pay obligations as they come due. To this end the Investment Managers should, to the extent possible, attempt to match investment maturities with known cash needs and anticipated cash-flow requirements.

III.IV. Investment Manager Responsibilities

- A. Within the guidelines and restrictions set forth herein, it is the intention of the ~~Finance and Facilities~~Budget and Finance Committee to give each Investment Manager full investment discretion with respect to assets under its management.
- B. Each Investment Manager is expected to provide any reasonable information requested by the ~~Finance and Facilities~~Budget and Finance Committee. At a minimum, each manager shall provide a quarterly report detailing their investment activity, the portfolio's current value and any changes in investment philosophy or strategy. Each Investment Manager is expected to meet with the ~~Finance and Facilities~~Budget and Finance Committee or their designated representatives periodically to review investment performance and philosophy.

- C. It will be the responsibility of each Investment Manager to review the monthly valuations provided by the Fund's custodian and to note, in writing, any significant discrepancies from the valuations provided in their own reports.
- D. When feasible and appropriate, all securities shall be competitively bid. Except as otherwise required by law, the most economically advantageous bid shall be selected. Commissions paid for purchase of securities must meet the prevailing best-execution rates. The responsibility of monitoring best price and execution of trades placed by each Investment Manager on behalf of the Fund will be governed by the Portfolio Management Agreement between the Fund and the Investment Manager.
- E. Investment Managers shall vote any and all proxies solicited in connection with securities held by the Fund. Investment Managers shall produce a written proxy voting policy statement, and shall keep records with respect to its voting decisions and submit an annual report to the ~~Finance and Facilities~~Budget and Finance Committee summarizing votes cast. Voting of proxies must be done solely in the interests of the Fund.
- F. Investment Managers must promptly provide to the ~~Finance and Facilities~~Budget and Finance Committee information about changes in the management, ownership and key personnel in a timely fashion, which is not to exceed one month from the change.
- G. Unless otherwise provided by the Fund's custodian, each Investment Manager will monitor portfolio activity to minimize uninvested cash balances.

IV.V. Criteria for Investment Manager Review

The ~~Finance and Facilities~~Budget and Finance Committee wishes to adopt standards by which judgments of the ongoing performance of an Investment Manager may be made. If, at any time, any three (3) of the following is breached, the Investment Manager may be warned of the ~~Finance and Facilities~~Budget and Finance Committee's serious concern for the Fund's continued safety and performance. If any five (5) of these are violated the consultant may recommend a manager search for that mandate.

- Four (4) consecutive quarters of relative under-performance verses the benchmark.
- Three (3) year trailing return below the top 40th percentile within the appropriate peer group and under performance verses the benchmark.
- Five (5) year trailing return below the top 40th percentile and under performance verses the benchmark.
- Three (3) year downside volatility greater than the index (greater than 100), as measured by down market capture ratio.
- Five (5) year downside volatility greater than the index (greater than 100), as measured by down market capture ratio.
- Style consistency or purity drift from the mandate.
- Management turnover in portfolio team or senior management.
- Investment process change, including varying the index or benchmark.
- Failure to adhere to the IPS or other compliance issues.
- Investigation of the firm by the Securities and Exchange Commission (SEC).

- Significant asset flows into or out of the company.
- Merger or sale of firm.
- Fee increases outside of the competitive range.
-
- Servicing issues – key personnel stop servicing the account without proper notification.
- Failure to attain a 60% vote of confidence by the ~~Finance and Facilities~~Budget and Finance Committee.

Nothing in this section shall limit or diminish the ~~Finance and Facilities~~Budget and Finance Committee's right to terminate the manager at any time for any reason.

V.VI. Review and Amendments

It is the ~~Finance and Facilities~~Budget and Finance Committee's intention to review this document at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the ~~Finance and Facilities~~Budget and Finance Committee should be notified in writing.

By signing this document, the Senior Vice President for ~~Administration and~~ Finance and Chief Financial Officer attests that this Supplement has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the ~~Finance and Facilities~~Budget and Finance Committee of the Board of Trustees.

~~University of Central Florida~~

Senior Vice President for Administration and Finance _____ Date
Chief Financial Officer

University of Central Florida Investment Policy Manual
OPERATING FUNDS SUPPLEMENT

SUB-SECTION
OPERATING POOL I
SUB-SECTION I
OPERATING POOL I SUB-SECTION
to the
Operating Funds Supplement to the University of Central Florida Investment Policy
Manual

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool I.

Operating Pool I will be designated as cash reserves for operational expenses. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool I investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool I should be structured to provide immediate liquidity for the University's daily operating requirements. Investments shall be made subject to the University's cash flow needs in accordance with the schedule provided by the Chief Financial Officer and approved by the Finance and Facilities Budget and Finance Committee and shall be subject to ~~any~~ revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks the preservation of capital and immediate liquidity in the portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with prudent investment practices of such short-term cash reserve portfolios.

II. Guidelines

A. Authorized Investments

Pursuant to the investment powers of the Finance and Facilities Budget and Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the Finance and Facilities Budget and Finance Committee sets forth the following investment guidelines and limitations.

- 1. Cash & Equivalents
- 2. Pooled investment funds
 - a. For purposes of Operating Pool I, pooled investment funds will be limited to registered 2a-7 mutual funds, CDARS, US Gov't T-Bills, MMAs CDs, TDs Repos

and other comparable cash and cash equivalents securities that satisfy Sect. 2a-7 eligibility criteria under the Investment Act of 1940, SPIA.

- b. Holdings in pooled Investment funds shall be prudently diversified based on current market conditions as well as the current level of Pool I assets. Such pooled funds should be guaranteed as to timely payment of principal and interest by the Federal Government or its Agencies. Maximum Investments shall be limited to applicable guarantee coverage amounts (if any).

III.

Target Allocations

In order to provide for a diversified and liquidity focused portfolio, the ~~Finance and Facilities~~Budget and Finance Committee will employ a number of professionally managed short-term strategies to manage and administer Operating Pool I. The Finance Committee has established the following target asset allocation for Operating Pool I.

Asset Group	Target	Range	Comparison
Cash & Equivalents	100%	N/A	90 Day US T-Bills / SPIA

IV.III. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

1. The performance of Operating Pool I will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index comprised of the 90-day U.S. Treasury Bill. In addition, the performance of the portfolio will be compared to the return of the Special Purpose Investment Account (SPIA).
2. On an absolute basis, the objective is that Operating Pool I will provide the necessary stability and liquidity to meet the University's daily operating needs.

V.IV. Review and Amendments

It is the ~~Finance and Facilities~~Budget and Finance Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the ~~Finance and Facilities~~Budget and Finance Committee should be notified in writing.

By signing this document, the Senior Vice President for Administration and Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the ~~Finance and Facilities~~Budget and Finance Committee of the Board of Trustees.

University of Central Florida _____

Senior Vice President for Administration and Finance _____ Date
Chief Financial Officer

Senior Vice President for Finance _____ Date

| Chief Financial Officer

University of Central Florida Investment Policy Manual
OPERATING FUNDS SUPPLEMENT

SUB-SECTION
OPERATING POOL II
II SUB-SECTION II

~~to the~~
~~Operating Funds Supplement to the University of Central Florida Investment Policy~~
~~Manual~~

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool II.

Operating Pool II will be designated to cover the University's medium-term requirements such as debt service for the next year and any other need of its auxiliary enterprises operational and capital needs. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool II investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool II should be structured to provide adequate liquidity and current income. Investments shall be made subject to the debt service and other auxiliary operational and capital cash flow needs of the University in accordance with the schedule provided by the ~~Finance and Facilities~~Budget and Finance Committee and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks the preservation of capital and adequate liquidity in the portfolio. The objective will be to limit credit risk and interest rate risk to a level commensurate with prudent investment practices of such debt service reserve portfolios.

II. Guidelines

A. Authorized Investments

Pursuant to the investment powers of the ~~Finance and Facilities~~Budget and Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the ~~Finance and Facilities~~Budget and Finance Committee sets forth the following investment guidelines and limitations.

1. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of A- or higher by a major credit rating service.
- b. The weighted average quality of the fixed income portfolio shall maintain a rating of AA+ or higher.

- c. Duration of the fixed income portfolio shall not exceed the effective duration of the ICE BofAML 1-Year Treasury index by 25%.
- d. The maturity of any single security at the time of purchase shall not exceed an average effective maturity of 3 years.
- e. Operating Pool II shall maintain a dollar-weighted average effective maturity of 1 year or less.

2. Cash & Equivalents

3. Pooled investment funds

- a. For purposes of Operating Pool II, pooled investment funds may include CDARS, ~~SPIA~~, mutual funds, commingled funds, and exchange-traded funds. A diversified mix of various US Gov't and municipal government issues, plus high quality corporate debt issues, particularly those securities issued by utility companies.
- b. Investments in any single pooled investment fund shall be limited to 50% of the market value of the Operating Pool II's assets.

III. Target Allocations

In order to provide for a diversified portfolio, the ~~Finance and Facilities~~Budget and Finance Committee will engage investment professionals to manage and administer Operating Pool II. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and, where applicable, will be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The ~~Finance and Facilities~~Budget and Finance Committee has established the following target asset allocation for Operating Pool II:

Asset Group	Target	Range	Comparison
Fixed Income	75%	50% - 100%	ICE BofAML 1-year Treasury
Cash & Equivalents	25%	0%-50%	90 Day US T-Bills

The ~~Finance and Facilities~~Budget and Finance Committee will monitor the aggregate asset allocation of the portfolio and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, cash contributions into and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The ~~Finance and Facilities~~Budget and Finance Committee does not intend to exercise short-term changes to the target allocation.

IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

1. The performance of Operating Pool II will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index consisting of 75% ICE BofAML 1-Year Treasury and 25% 90 Day US T-Bill index.
2. On an absolute basis, the objective is that the return of the Operating Pool II portfolio will provide liquidity and current income.

V. Review and Amendments

It is the ~~Finance and Facilities~~Budget and Finance Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the ~~Finance and Facilities~~Budget and Finance Committee should be notified in writing.

By signing this document, the Senior Vice President for Administration and Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chair~~man~~ of the Budget and Finance Committee of the Board of Trustees.

University of Central Florida

Senior Vice President for Administration and Finance _____ Date
Chief Financial Officer

University of Central Florida Investment Policy Manual
OPERATING FUNDS SUPPLEMENT

SUB-SECTION
OPERATING POOL III

SUB-SECTION III ~~OPERATING POOL III SUB-SECTION~~
to the
~~Operating Funds Supplement to the University of Central Florida Investment Policy~~
~~Manual~~

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool III.

Operating Pool III will be considered excess cash reserves that may be invested in longer term investments (up to 7 years). In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool III investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool III should be structured to provide the moderate growth and a reasonable safety of principal while generating an above benchmark total rate of return. Investments shall be made subject to the University reserve needs in accordance with the schedule provided by the ~~Finance and Facilities~~Budget and Finance Committee and shall be subject to any revisions thereafter.
- B. Investments shall be undertaken in a manner that seeks to balance the growth of the portfolio against the limited time horizon of Operating Pool III. Given the limited time horizon of Operating pool III, reasonable liquidity should be maintained as a primary objective.

II. Guidelines

A. Authorized Investments

Pursuant to the investment powers of the ~~Finance and Facilities~~Budget and Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, the ~~Finance and Facilities~~Budget and Finance Committee sets forth the following investment guidelines and limitations.

1. Equity

- a. Investments in equity securities shall not exceed twenty percent (20%) of the market value of Operating Pool III's assets.

2. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of A- or higher by a major credit rating service.

- b. The weighted average quality of the fixed income portfolio shall maintain a rating of AA- or higher.
 - c. The duration of the fixed income portfolio shall not exceed the effective duration of the ICE BofAML 1-5 Year Government/Corporate A or Better Index by 50%.
 - d. The maturity of any single security at the time of purchase shall not exceed an average effective maturity of 7 years.
- 3. Cash & Equivalents
 - 4. Pooled Investment Funds
 - a. For purposes of Operating Pool III, pooled investment funds may include mutual funds, commingled funds, and exchange-traded funds.

III. Target Allocations

In order to provide for a diversified portfolio, the ~~Finance and Facilities~~Budget and Finance Committee will engage investment professionals to manage and administer Operating Pool III. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and, where applicable, will be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The ~~Finance and Facilities~~Budget and Finance Committee has established the following target asset allocation for Operating Pool III.

Asset Group	Target	Range	Comparison
Domestic Equity	15%	10% - 20%	S&P 500
Intermediate Fixed Income	85%	75% - 95%	ICE BofAML 1-5yr G/C A or Better
Cash & Equivalents	0%	0% - 15%	90 Day US T-Bills

The ~~Finance and Facilities~~Budget and Finance Committee will monitor the aggregate asset allocation of the portfolio, and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, cash contributions into and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The ~~Finance and Facilities~~Budget and Finance Committee does not intend to exercise short-term changes to the target allocation.

IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

1. The performance of Operating Pool III will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index consisting of 15% S&P 500 and 85% ICE BofAML 1-5 Year Government/Corporate A or Better index.
2. On a relative basis, it is expected that Operating Pool III's performance will rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. On an absolute basis, the objective is that the return of Operating Pool III will provide a total return that exceeds the Consumer Price Index plus 2%.

B. Equity Performance

1. The combined equity portion of the portfolio is expected to perform at a rate at least equal to the S&P 500 index.
2. On a relative basis, the equity portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. Individual components of the equity portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

C. Fixed Income Performance

1. The combined fixed income portion of the portfolio is expected to perform at a rate at least equal to the ICE BofAML 1-5 Year Government/Corporate A or Better index.
2. On a relative basis, the fixed income portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. Individual components of the fixed income portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

V. Review and Amendments

It is the ~~Finance and Facilities~~Budget and Finance Committee's intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the ~~Finance and Facilities~~Budget and Finance Committee should be notified in writing.

By signing this document, the Senior Vice President for ~~Administration and~~ Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund's legal counsel for compliance with applicable law, and approved by the Chairman of the Budget and Finance Committee of the Board of Trustees.

University of Central Florida

Senior Vice President for Administration and Finance _____ Date
Chief Financial Officer _____

University of Central Florida Investment Policy Manual
OPERATING FUNDS SUPPLEMENT

SUB-SECTION
OPERATING POOL IV

~~SUB-SECTION IV~~~~OPERATING POOL IV~~~~SUB-SECTION~~
~~to the~~
~~Operating Funds Supplement to the University of Central~~
~~Florida Investment Policy Manual~~

This Sub-Section is a part of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual and is intended only to complement the objectives and guidelines outlined therein. The purpose of this Sub-Section is to set forth the specific investment objectives and parameters for the management of financial assets of Operating Pool IV.

Operating Pool IV will be designated for long term investments. In addition to compliance with the provisions of the Operating Funds Supplement to the University of Central Florida Investment Policy Manual, Operating Pool IV investments must comply with the following guidelines and objectives.

I. Investment Objectives

- A. Operating Pool IV should be structured to maximize the long-term growth of the portfolio while generating an above benchmark total rate of return.
- B. Investments shall be undertaken in a manner that seeks to create a diversified portfolio of long-term assets without consideration for current income or pending expenditure. While reasonable liquidity should be maintained, it will be considered a secondary objective.

II. Guidelines

A. Authorized Investments

Pursuant to the investment powers of the ~~Finance and Facilities~~Budget and Finance Committee as set forth in the Florida Statutes and the delegation of authority granted by the University Board of Trustees, sets forth the following investment guidelines and limitations.

1. Equity

- a. Collective investment in equity and equivalent securities (domestic and international) shall not exceed sixty-five percent (75%) of the market value of Operating Pool IV's assets.
- b. Foreign securities shall not exceed twenty percent (20%) of the market value of Operating Pool IV's assets.

2. Fixed Income

- a. All fixed income investments shall maintain a minimum rating of “~~single-A investment grade~~” “investment grade” or higher by a major credit rating service.
- b. The weighted average quality of the fixed income portfolio shall maintain a rating of “A” or higher.
- c. Duration of the fixed income portfolio shall not exceed the effective duration of the Bloomberg ~~Barclays-Intermediate~~ Aggregate Bond index by 50%.

3. Cash & Equivalents

4. Pooled Funds

- a. For purposes of Operating Pool IV, pooled investment funds may include mutual funds, commingled funds, and exchange-traded funds, limited partnerships and private equity.

III. Target Allocations

In order to provide for a diversified portfolio, the ~~Finance and Facilities~~Budget and Finance Committee will engage investment professionals to manage and administer Operating Pool IV. Each Investment Manager retained will be responsible for the assets and allocation of their mandate only and may be provided an addendum to this Sub-Section with their specific performance objectives and investment evaluation criteria. The ~~Finance and Facilities~~Budget and Finance Committee has established the following asset allocation targets for the total fund:

Asset Group	Target	Range	Comparison
Domestic Equity	45 <u>50</u> %	40 <u>45</u> % - 50 <u>55</u> %	S&P 500
International Equity	45 <u>10</u> %	40 <u>5</u> % - 20 <u>15</u> %	MSCI-ACWxUS
Alternative Assets*	5%	0% - 10%	TBD
<i>Total Equity & Equivalents</i>	65%	55% - 75%	
Broad Market Fixed Income	30%	25% - 35%	Bloomberg Barclays -Capital <u>Intermediate</u> Aggregate
TIPS*	5%	0% - 10%	Bloomberg Barclays -TIPS
<i>Total Fixed Income</i>	35%	30% - 40%	
Cash & Equivalents	0%	0% - 5%	90 Day US T-Bills

*Benchmark will default to domestic equity and ~~broad-market~~ fixed income, respectively, if these portfolios are not funded. Targets and ranges above are based on market value of total Operating Pool IV assets.

The ~~Finance and Facilities~~Budget and Finance Committee will monitor the aggregate asset allocation of the portfolio, and will rebalance to the target asset allocation based on market conditions. If at the end of any calendar quarter, the allocation of an asset class falls outside of its allowable range, barring extenuating circumstances such as pending cash flows or

allocation levels viewed as temporary, the asset allocation will be rebalanced into the allowable range. To the extent possible, contributions and withdrawals from the portfolio will be executed proportionally based on the most current market values available. The ~~Finance and Facilities~~Budget and Finance Committee does not intend to exercise short-term changes to the target allocation.

IV. Investment Performance Objectives

The following performance measures will be used as objective criteria for evaluating the effectiveness of the Investment Managers.

A. Total Portfolio Performance

1. The performance of Operating Pool IV will be measured for rolling three (3) and five (5) year periods. The performance of the portfolio will be compared to the return of the target index comprised of ~~4550%~~ S&P 500, ~~4510%~~ MSCI-All Country World excluding U.S., 5% Alternative Assets, 30% Bloomberg ~~Barclays-Intermediate~~ Aggregate Bond and 5% Bloomberg ~~Barclays~~-TIPS Index.
2. On a relative basis, it is expected that Operating Pool IV's performance will rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. On an absolute basis, the objective is that the return of Operating Pool IV will provide a total return that exceeds the Consumer Price Index ~~plus 4.5%~~.

B. Equity Performance

1. The combined equity portion of the portfolio is expected to perform at a rate at least equal to a combined target index consisting of ~~7083%~~ S&P 500, ~~2317%~~ MSCI All Country World ~~excluding U.S. Index and 7% Alternative Investments~~.
2. On a relative basis, the equity portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.
3. Individual components of the equity portfolio will be compared to the specific benchmarks defined in each Investment Manager addendum.

C. Fixed Income Performance

1. The combined fixed income portion of the portfolio is expected to perform at a rate at least equal to a combined target index consisting of 85% ~~Bloomberg Barclays Capital~~ U.S. ~~Intermediate~~ Aggregate Bond and 15% ~~Bloomberg Barclays~~ TIPS index.
2. On a relative basis, the fixed income portfolio is expected to rank in the top 40th percentile of the appropriate peer universe over three (3) and five (5) year time periods.

D. Alternative and Other Asset Performance

1. The overall objective of the alternative and/or “other asset” portion of the portfolio, if utilized, is to reduce the overall volatility of the portfolio and enhance returns. This portion of the fund will be benchmarked as outlined in the Investment Manager addendum.

V. Review and Amendments

It is the ~~Finance and Facilities~~Budget and Finance Committee’s intention to review this Sub-Section at least annually and to amend it to reflect any changes in philosophy, objectives, or guidelines. In this regard, the Investment Manager's interest in consistency in these matters is recognized and will be taken into account when changes are being considered. If, at any time, the Investment Manager feels that the specific objectives defined herein cannot be met, or the guidelines constrict performance, the ~~Finance and Facilities~~Budget and Finance Committee should be notified in writing.

By signing this document, the Senior Vice President for Administration and Finance and Chief Financial Officer attests that this Sub-Section has been recommended by the Investment Consultant, reviewed by the Fund’s legal counsel for compliance with applicable law, and approved by the Chairman of the ~~Finance and Facilities~~Budget and Finance Committee of the Board of Trustees.

University of Central Florida

Senior Vice President for Administration and Finance _____ Date
Chief Financial Officer

History: New 7-16-2008; Revised 7-23-2015, 6-17-2020
Authority: Sections 1011.42(5) and 218.415, Florida Statutes

Board of Trustees
Budget and Finance Committee | November 16, 2022

INFO-1: University Investment Report – 1st Quarter, Ended September 30, 2022

☒ **Information**
☐ **Discussion**
☐ **Action**

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

The university Treasury office has worked with our &Co investment consultants to prepare the attached quarterly investment report for the quarter ended September 30, 2022. This quarter includes the following highlights and notable changes:

The University Structured Investment Portfolio (SIP) returned (-3.16%) for the quarter ended September 30, 2022. The continued rate increases by the Federal Reserve have had a direct impact on our existing fixed income portfolio resulting in unrealized losses on the short term. However, we anticipate these rate increases will result in greater interest income returns on fixed income pools going forward.

Although returns have been unfavorable over the past recent quarters, we wanted to provide a few notable highlights for some of our Galliard managed Pool funds:

Pool II: Short-Term Fixed Income:

- Yield to maturity has increased YTD by 374 basis points to 4.27%
- Increase in average coupons is now driving an estimated annual portfolio income of \$1.11 million
- Portfolio outperformed the established benchmark by 19 basis points YTD

Pool III: Short/Intermediate Fixed Income:

- Yield to maturity has increased YTD by 373 basis points to 4.89%
- Increase in average coupon now driving an estimated annual portfolio income of \$1.92 million

Pool IV: Broad Market Fixed Income:

- Yield to maturity has increased YTD by 331 basis points to 5.02%
- Increase in average coupon now driving an estimated annual portfolio income of \$1.12 million
- Portfolio outperformed the current US Aggregate benchmark by 14 basis points YTD

This item is provided to the trustees quarterly for information purposes only.

Background Information:

The attached report provides an update on the university's investment portfolio for the quarter ended September 30, 2022 (Attachment A).

As of September 30, 2022, the university had the following cash and investment balances:

Bank of America operating account	\$ 30,025,030
State of Florida Special Purpose Investment Account (SPIA)	352,124,066
Bank of New York Structured Investment Portfolio	<u>315,768,652</u>
Total Cash and Investments	\$ 697,917,748

The structured investment portfolio experienced quarterly net losses totaling (\$10,340,006). This includes (\$11,908,204) in unrealized losses offset by interest income and realized gains for the period.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

N/A

Authority for Board of Trustees Action:

Sections 1011.42(5) and 218.415, Florida Statutes; UCF-4.014 Investments; UCF Investment Policy Manual

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

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

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Supporting Documentation:

Attachment A: University Investment Report – 1st Quarter, Ended September 30, 2022

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance

Bert Francis, Assistant Vice President for Debt Management and University Treasurer

Investment Performance Review
Period Ending September 30, 2022

University of Central Florida Board Summary Report



Asset Allocation and Performance

	Allocation		Performance(%)						
	Market Value \$	%	QTR	FYTD	1 YR	3 YR	5 YR	Inception	Inception Date
Total Fund (Net)	315,768,652	100.00	-3.16	-3.16	-10.22	1.87	3.11	3.68	04/01/2010
SPIA (Net)			N/A	N/A	N/A	N/A	N/A	N/A	
Total Fund (Gross)	315,768,652	100.00	-3.15	-3.15	-10.17	1.92	3.17	3.76	04/01/2010
Pool II	53,930,972	17.08	-0.09	-0.09	-1.12	0.60	1.31	0.83	04/01/2010
Pool II Policy			-0.26	-0.26	-1.31	0.28	1.00	0.62	
Pool III	146,513,518	46.40	-2.46	-2.46	-7.63	0.98	2.34	3.17	04/01/2010
Pool III Policy			-2.58	-2.58	-8.09	0.64	1.97	2.87	
Pool IV	115,324,162	36.52	-5.36	-5.36	-16.66	3.69	5.15	7.30	04/01/2010
Pool IV Policy			-5.51	-5.51	-16.38	3.04	4.72	7.24	



Comparative Performance Trailing Returns							
	QTR	FYTD	1 YR	3 YR	5 YR	Inception	Inception Date
Pool II	-0.09 (79)	-0.09 (79)	-1.12 (56)	0.60 (64)	1.31 (61)	0.83 (75)	04/01/2010
Pool II Policy	-0.26 (86)	-0.26 (86)	-1.31 (60)	0.28 (91)	1.00 (96)	0.62 (100)	
IM U.S. Cash Fixed Income (SA+CF) Median	0.30	0.30	-0.82	0.64	1.35	1.09	
 Galliard (Pool II)	 -0.09 (79)	 -0.09 (79)	 -1.12 (56)	 0.60 (64)	 1.31 (61)	 0.83 (75)	 04/01/2010
Pool II Policy	-0.26 (86)	-0.26 (86)	-1.31 (60)	0.28 (91)	1.00 (96)	0.62 (100)	
IM U.S. Cash Fixed Income (SA+CF) Median	0.30	0.30	-0.82	0.64	1.35	1.09	



Comparative Performance Trailing Returns							
	QTR	FYTD	1 YR	3 YR	5 YR	Inception	Inception Date
Pool III (Net)	-2.47	-2.47	-7.68	0.91	2.27	3.07	04/01/2010
Pool III Policy	-2.58	-2.58	-8.09	0.64	1.97	2.87	
Pool III (Gross)	-2.46	-2.46	-7.63	0.98	2.34	3.17	04/01/2010
Pool III Policy	-2.58	-2.58	-8.09	0.64	1.97	2.87	
Pool III - Domestic Equity	-4.89 (62)	-4.89 (62)	-15.50 (45)	8.14 (29)	9.21 (25)	11.09 (48)	04/01/2010
Pool III Equity Policy	-4.88 (61)	-4.88 (61)	-15.47 (45)	8.16 (28)	9.24 (25)	11.71 (33)	
IM U.S. Equity (SA+CF+MF) Median	-4.42	-4.42	-16.61	6.33	7.02	11.02	
Pool III - Fixed Income	-2.07 (94)	-2.07 (94)	-6.76 (93)	-0.67 (92)	0.79 (79)	1.55 (39)	04/01/2010
ICE BofAML 1-5 Year AAA-A U.S. Corp. & Gov. Index	-2.27 (96)	-2.27 (96)	-7.00 (95)	-0.93 (97)	0.49 (97)	1.23 (70)	
IM U.S. Short Duration Fixed Income (SA+CF) Median	-1.19	-1.19	-4.93	-0.03	1.03	1.40	

Pool III Policy: 15% S&P500, 85% BofA ML 1-5 Yr Gov/Credit Rated A and Above; Pool III Domestic Equity Policy: 100% S&P500
Returns for periods greater than one year are annualized.
Returns are expressed as percentages.



	QTR	FYTD	1 YR	3 YR	5 YR	Inception	Inception Date
Domestic Equity							
Vanguard Instl (Pool III)	-4.89 (16)	-4.89 (16)	-15.50 (13)	8.14 (9)	9.21 (9)	11.16 (4)	07/01/2013
S&P 500 Index	-4.88 (5)	-4.88 (5)	-15.47 (1)	8.16 (3)	9.24 (2)	11.19 (1)	
IM S&P 500 Index (MF) Median	-4.94	-4.94	-15.73	7.84	8.91	10.78	
Fixed Income							
Galliard (Pool III)	-2.03 (94)	-2.03 (94)	-7.13 (96)	-0.68 (92)	0.83 (77)	1.62 (36)	04/01/2010
ICE BofAML 1-5 Year AAA-A U.S. Corp. & Gov. Index	-2.27 (96)	-2.27 (96)	-7.00 (95)	-0.93 (97)	0.49 (97)	1.23 (70)	
IM U.S. Short Duration Fixed Income (SA+CF) Median	-1.19	-1.19	-4.93	-0.03	1.03	1.40	
Sawgrass (Pool III)	-2.13 (94)	-2.13 (94)	-6.31 (87)	-0.67 (92)	0.74 (83)	1.45 (47)	04/01/2010
ICE BofAML 1-5 Year AAA-A U.S. Corp. & Gov. Index	-2.27 (96)	-2.27 (96)	-7.00 (95)	-0.93 (97)	0.49 (97)	1.23 (70)	
IM U.S. Short Duration Fixed Income (SA+CF) Median	-1.19	-1.19	-4.93	-0.03	1.03	1.40	



Comparative Performance Trailing Returns

	QTR	FYTD	1 YR	3 YR	5 YR	Inception	Inception Date
Pool IV (Net)	-5.36	-5.36	-16.69	3.65	5.11	7.18	04/01/2010
Pool IV Policy	-5.51	-5.51	-16.38	3.04	4.72	7.24	
Pool IV (Gross)	-5.36	-5.36	-16.66	3.69	5.15	7.30	04/01/2010
Pool IV Policy	-5.51	-5.51	-16.38	3.04	4.72	7.24	
Pool IV - Total Equity	-5.89	-5.89	-19.35	6.14	7.14	9.50	04/01/2010
Pool IV Equity Policy	-6.01	-6.01	-17.65	6.03	7.02	9.76	
Pool IV - Domestic Equity	-4.89 (62)	-4.89 (62)	-15.50 (45)	8.14 (29)	9.21 (25)	11.13 (48)	04/01/2010
Pool IV Domestic Equity Policy	-4.88 (61)	-4.88 (61)	-15.47 (45)	8.16 (28)	9.24 (25)	11.71 (33)	
IM U.S. Equity (SA+CF+MF) Median	-4.42	-4.42	-16.61	6.33	7.02	11.02	
Pool IV - International Equity	-9.34 (30)	-9.34 (30)	-32.86 (75)	-1.25 (40)	-0.24 (26)	3.51 (37)	04/01/2010
MSCI AC World ex USA	-9.80 (39)	-9.80 (39)	-24.79 (26)	-1.07 (36)	-0.34 (27)	3.22 (44)	
IM International Equity (MF) Median	-10.39	-10.39	-28.15	-1.90	-1.50	2.96	
Pool IV - Fixed Income	-4.67 (65)	-4.67 (65)	-14.30 (43)	-2.36 (26)	0.43 (25)	2.66 (38)	04/01/2010
Pool IV Fixed Income Policy	-4.75 (77)	-4.75 (77)	-14.60 (62)	-3.26 (93)	-0.27 (97)	2.02 (96)	
IM U.S. Broad Market Core Fixed Income (SA+CF) Median	-4.54	-4.54	-14.38	-2.71	0.18	2.54	

Pool IV Policy: Prior to 7/1/2015: 30% BC Agg, 5% BC TIPS, 50% S&P500, 15% MSCI ACWxUS; 7/1/2015 to present: 50% S&P500, 15% MSCI ACWxUS, 35% BC Agg

Pool IV Equity Policy: 77% S&P500, 23% MSCI ACWxUS

Pool IV Domestic Equity Policy: 100% S&P500

Pool IV Fixed Policy: Prior to 7/1/2015: 86% BC Agg, 14% BC TIPS; 7/1/2015 to present: 100% BC Agg

Returns for periods greater than one year are annualized and are expressed as percentages.



Comparative Performance

Pool IV

As of September 30, 2022

	QTR	FYTD	1 YR	3 YR	5 YR	Inception	Inception Date
Domestic Equity							
Vanguard Instl (Pool IV)	-4.89 (16)	-4.89 (16)	-15.50 (13)	8.14 (9)	9.21 (9)	11.16 (4)	07/01/2013
S&P 500 Index	-4.88 (5)	-4.88 (5)	-15.47 (1)	8.16 (3)	9.24 (2)	11.19 (1)	
IM S&P 500 Index (MF) Median	-4.94	-4.94	-15.73	7.84	8.91	10.78	
International Equity							
Europacific Growth (Pool IV)	-9.34 (23)	-9.34 (23)	-32.86 (99)	-1.25 (26)	-0.23 (9)	4.10 (8)	04/01/2010
MSCI AC World ex USA	-9.80 (33)	-9.80 (33)	-24.79 (28)	-1.07 (20)	-0.34 (13)	3.22 (30)	
IM International Multi-Cap Core Equity (MF) Median	-10.43	-10.43	-25.66	-1.93	-1.31	2.85	
Fixed Income							
Galliard Broad (Pool IV)	-4.93 (94)	-4.93 (94)	-14.42 (52)	-2.66 (44)	0.32 (34)	2.66 (38)	04/01/2010
Blmbg. U.S. Aggregate Index	-4.75 (77)	-4.75 (77)	-14.60 (62)	-3.26 (93)	-0.27 (97)	2.01 (96)	
IM U.S. Broad Market Core Fixed Income (SA+CF) Median	-4.54	-4.54	-14.38	-2.71	0.18	2.54	
Dodge & Cox Income (Pool IV)	-3.99 (10)	-3.99 (10)	-13.63 (8)	-1.74 (6)	0.67 (3)	1.56 (1)	11/01/2014
Blmbg. U.S. Aggregate Index	-4.75 (60)	-4.75 (60)	-14.60 (24)	-3.26 (55)	-0.27 (44)	0.72 (43)	
IM U.S. Broad Market Core Fixed Income (MF) Median	-4.67	-4.67	-15.29	-3.22	-0.33	0.67	

Pool IV Policy: Prior to 7/1/2015: 30% BC Agg, 5% BC TIPS, 50% S&P500, 15% MSCI ACWxUS; 7/1/2015 to present: 50% S&P500, 15% MSCI ACWxUS, 35% BC Agg

Pool IV Equity Policy: 77% S&P500, 23% MSCI ACWxUS

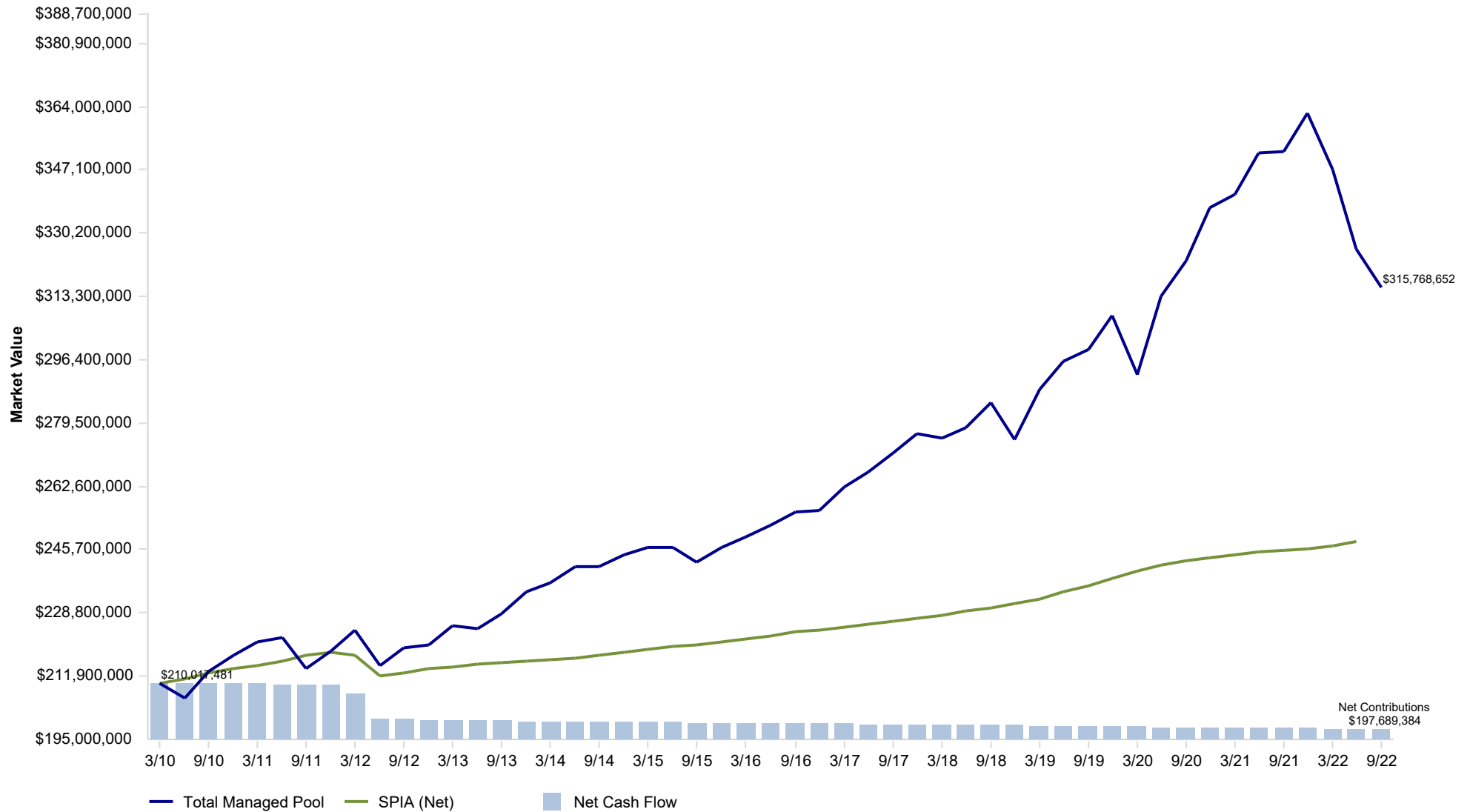
Pool IV Domestic Equity Policy: 100% S&P500

Pool IV Fixed Policy: Prior to 7/1/2015: 86% BC Agg, 14% BC TIPS; 7/1/2015 to present: 100% BC Agg

Returns for periods greater than one year are annualized and are expressed as percentages.



Schedule of Investable Assets



Schedule of Investable Assets

Periods Ending	Beginning Market Value	Net Cash Flow	Gain/Loss	Ending Market Value	Return %
Inception	\$210,017,481	-\$12,328,097	\$118,079,268	\$315,768,652	3.76

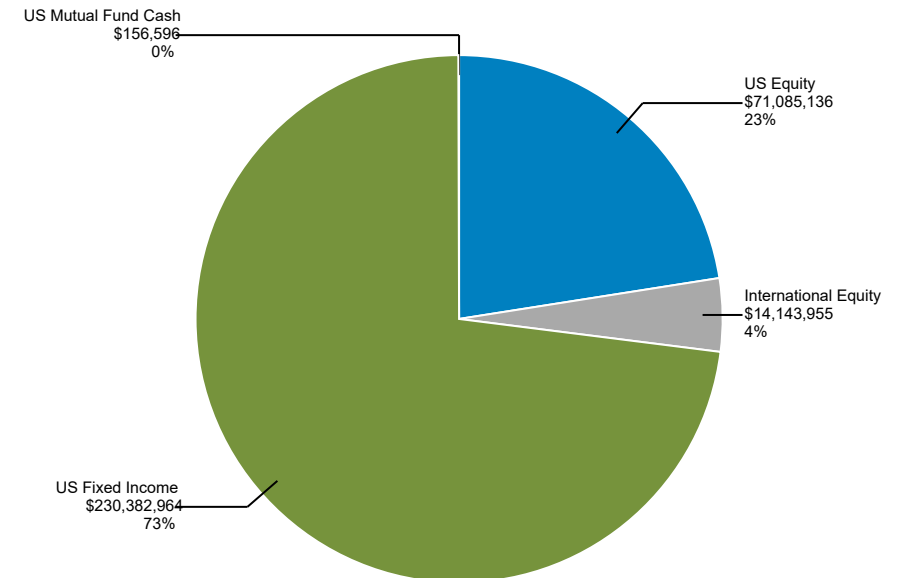
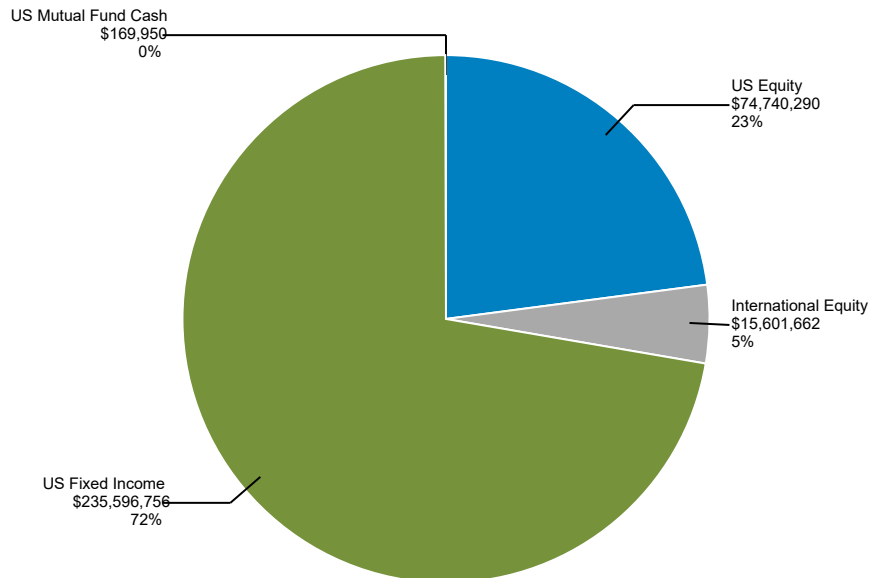
Returns for periods greater than one year are annualized.
Net cash flows include those associated with management fees, portfolio expenses, and operating withdrawals. Expenses are reduced by commission recapture income received.
A prior period adjustment resulted in a \$30 change to the beginning MV.



Asset Allocation By Asset Class
Total Managed Pool
As of September 30, 2022

June 30, 2022 : \$326,108,658

September 30, 2022 : \$315,768,652

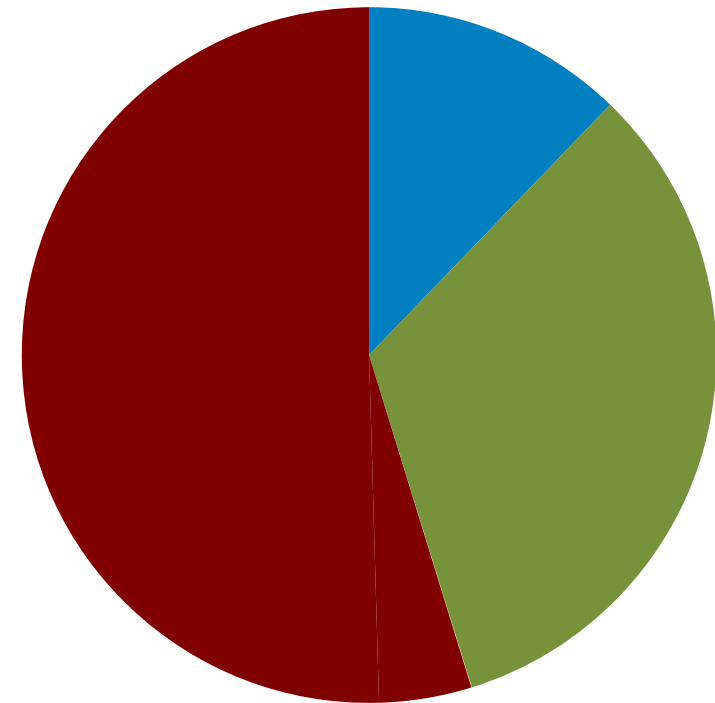
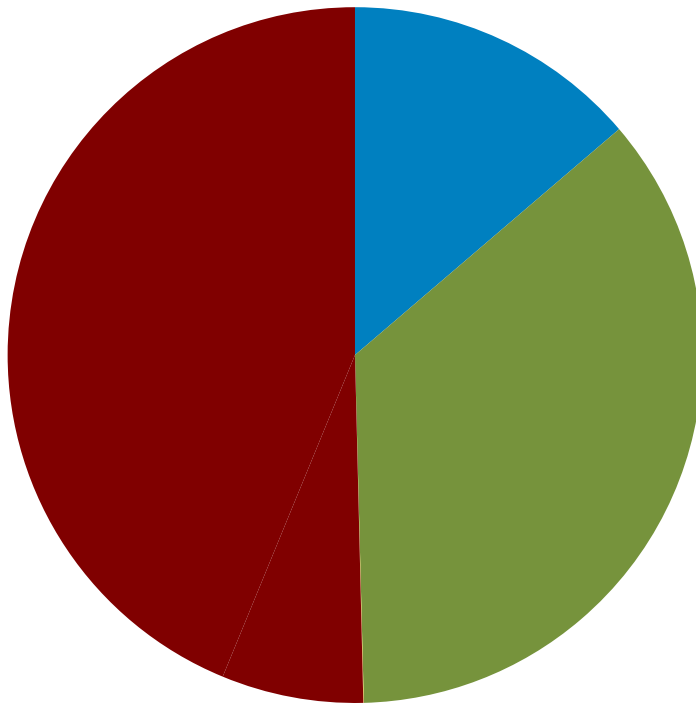


Allocation			Allocation		
	Market Value	Allocation		Market Value	Allocation
US Equity	74,740,290	22.9	US Equity	71,085,136	22.5
International Equity	15,601,662	4.8	International Equity	14,143,955	4.5
US Fixed Income	235,596,756	72.2	US Fixed Income	230,382,964	73.0
US Mutual Fund Cash	169,950	0.1	US Mutual Fund Cash	156,596	0.0



June 30, 2022 : \$657,191,314

September 30, 2022 : \$697,917,748



Allocation			Allocation		
	Market Value	Allocation		Market Value	Allocation
Equity	90,341,952	13.7	Equity	85,229,092	12.2
Fixed Income	235,596,756	35.8	Fixed Income	230,382,964	33.0
Mutual Fund Cash	169,950	0.0	Mutual Fund Cash	156,596	0.0
Bank of America	43,374,582	6.6	Bank of America	30,025,030	4.3
SPIA	287,708,074	43.8	SPIA	352,124,066	50.5



Financial Reconciliation
Total Managed Pool
1 Quarter Ending September 30, 2022

Financial Reconciliation Quarter to Date									
	Market Value 07/01/2022	Net Transfers	Contributions	Distributions	Management Fees	Other Expenses	Income	Apprec./ Deprec.	Market Value 09/30/2022
Pool I	-	-	-	-	-	-	-	-	-
Fidelity MM (Pool I)	-	-	-	-	-	-	-	-	-
Pool II	53,988,992	-	-	-	-	-8,491	217,296	-266,825	53,930,972
Galliard (Pool II)^	53,988,992	-	-	-	-	-8,491	217,296	-266,825	53,930,972
Pool III	150,243,674	-	27	-	-9,705	-22,174	782,816	-4,481,119	146,513,518
Pool III - Fixed	129,549,517	-	-	-	-9,705	-19,339	692,141	-3,379,968	126,832,645
Galliard (Pool III)	74,087,540	-	-	-	-	-12,229	431,564	-1,937,514	72,569,361
Sawgrass (Pool III)	55,461,976	-	-	-	-9,705	-7,110	260,577	-1,442,454	54,263,284
Pool III - Dom Equity	20,664,924	-	-	-	-	-	90,534	-1,101,146	19,654,312
Vanguard Instl (Pool III)	20,664,924	-	-	-	-	-	90,534	-1,101,146	19,654,312
Pool III - Mutual Fund Cash	29,233	-	27	-	-	-2,835	141	-5	26,561
Pool IV	121,875,992	-	81	-	-	-20,440	628,788	-7,160,260	115,324,162
Pool IV - Fixed	52,058,247	-	-	-	-	-9,017	391,224	-2,821,107	49,619,347
Galliard Broad (Pool IV)	37,474,688	-	-	-	-	-9,017	277,435	-2,124,822	35,618,283
Dodge & Cox Income (Pool IV)	14,583,560	-	-	-	-	-	113,789	-696,285	14,001,064
Pool IV - Dom Equity	54,075,366	-	-	-	-	-	236,905	-2,881,446	51,430,825
Vanguard Instl (Pool IV)	54,075,366	-	-	-	-	-	236,905	-2,881,446	51,430,825
Pool IV - Int'l Equity	15,601,662	-	-	-	-	-	-	-1,457,707	14,143,955
Europacific (Pool IV)	15,601,662	-	-	-	-	-	-	-1,457,707	14,143,955
Pool IV - Mutual Fund Cash	140,717	-	81	-	-	-11,423	659	-	130,035
Total Managed Pool	326,108,658	-	108	-	-9,705	-51,105	1,628,900	-11,908,204	315,768,652



Financial Reconciliation
Total Managed Pool
July 1, 2022 To September 30, 2022

Financial Reconciliation Fiscal Year to Date

	Market Value 07/01/2022	Net Transfers	Contributions	Distributions	Management Fees	Other Expenses	Income	Apprec./ Deprec.	Market Value 09/30/2022
Pool I	-	-	-	-	-	-	-	-	-
Fidelity MM (Pool I)	-	-	-	-	-	-	-	-	-
Pool II	53,988,992	-	-	-	-	-8,491	217,296	-266,825	53,930,972
Galliard (Pool II)^	53,988,992	-	-	-	-	-8,491	217,296	-266,825	53,930,972
Pool III	150,243,674	-	27	-	-9,705	-22,174	782,816	-4,481,119	146,513,518
Pool III - Fixed	129,549,517	-	-	-	-9,705	-19,339	692,141	-3,379,968	126,832,645
Galliard (Pool III)	74,087,540	-	-	-	-	-12,229	431,564	-1,937,514	72,569,361
Sawgrass (Pool III)	55,461,976	-	-	-	-9,705	-7,110	260,577	-1,442,454	54,263,284
Pool III - Dom Equity	20,664,924	-	-	-	-	-	90,534	-1,101,146	19,654,312
Vanguard Instl (Pool III)	20,664,924	-	-	-	-	-	90,534	-1,101,146	19,654,312
Pool III - Mutual Fund Cash	29,233	-	27	-	-	-2,835	141	-5	26,561
Pool IV	121,875,992	-	81	-	-	-20,440	628,788	-7,160,260	115,324,162
Pool IV - Fixed	52,058,247	-	-	-	-	-9,017	391,224	-2,821,107	49,619,347
Galliard Broad (Pool IV)	37,474,688	-	-	-	-	-9,017	277,435	-2,124,822	35,618,283
Dodge & Cox Income (Pool IV)	14,583,560	-	-	-	-	-	113,789	-696,285	14,001,064
Pool IV - Dom Equity	54,075,366	-	-	-	-	-	236,905	-2,881,446	51,430,825
Vanguard Instl (Pool IV)	54,075,366	-	-	-	-	-	236,905	-2,881,446	51,430,825
Pool IV - Int'l Equity	15,601,662	-	-	-	-	-	-	-1,457,707	14,143,955
Europacific (Pool IV)	15,601,662	-	-	-	-	-	-	-1,457,707	14,143,955
Pool IV - Mutual Fund Cash	140,717	-	81	-	-	-11,423	659	-	130,035
Total Managed Pool	326,108,658	-	108	-	-9,705	-51,105	1,628,900	-11,908,204	315,768,652



Pool I:				Yes	No	N/A
Investments limited to registered 2a-7 mutual funds, CDARS, and or/SPIA.						✓
Pool II:				Yes	No	N/A
All fixed income investments shall maintain a minimum rating of "A-" or higher by a major credit rating service.				✓		
The weighted average quality of the fixed income portfolio shall maintain a rating of "AA+" or higher.				✓		
Duration of the fixed income portfolio shall not exceed the effective duration of the Merrill Lynch 1-Year Treasury index by 25%.				✓		
The maximum average effective maturity of any single security shall not exceed 3 years.				✓		
Operating Pool II shall maintain a dollar-weighted average effective maturity of 1 year or less.				✓		
Pool III Equity:				Yes	No	N/A
Investments in equity securities shall not exceed twenty-percent (20%) of the market value of Operating Pool III's assets.				✓		
Pool III Fixed Income:				Yes	No	N/A
All fixed income investments shall maintain a minimum rating of "A-" or higher by a major credit rating service.*					✓	
The weighted average quality of the fixed income portfolio shall maintain a rating of "AA-" or higher.				✓		
The duration of the fixed income portfolio shall not exceed the effective duration of the benchmark by 50%.				✓		
Operating Pool III shall maintain a dollar-weighted average effective maturity of 7 years or less.				✓		
Pool IV Equity:				Yes	No	N/A
Investment in equity securities shall not exceed seventy-five percent (75%) of the market value of Operating Pool IV's assets.				✓		
Foreign securities shall not exceed twenty-percent (20%) of the market value of Operating Pool IV's assets.				✓		
Pool IV Fixed Income:				Yes	No	N/A
All fixed income investments shall maintain a minimum rating of "investment grade" or higher by a major credit rating service.					✓	
The weighted average quality of the fixed income portfolio shall maintain a rating of "A-" or higher.				✓		
Duration of the fixed income portfolio shall not exceed the effective duration of the benchmark by 50%.				✓		

*As previously communicated, the Galliard Pool III portfolio holds five bonds rated BBB/Baa2/BBB+.



	Estimated Annual Fee (%)	Market Value (\$)	Estimated Annual Fee (\$)	Fee Schedule
Fidelity MM*	0.21	-	-	0.21 % of Assets
Pool I		-	-	
Galliard	0.10	53,930,972	53,931	0.10 % of Assets
Pool II	0.10	53,930,972	53,931	
Galliard	0.10	72,569,361	72,569	0.10 % of Assets
Sawgrass	0.07	54,263,284	37,984	0.07 % of Assets
Pool III - Fixed Income	0.09	126,832,645	110,554	
Vanguard Institutional Index*	0.04	19,654,312	6,879	0.04 % of Assets
Pool III - Domestic Equity	0.04	19,654,312	6,879	
Mutual Fund Cash*	0.21	26,561	56	0.21 % of Assets
Pool III	0.08	146,513,518	117,488	
Galliard Broad	0.20	35,618,283	71,237	0.20 % of Assets
Dodge & Cox Income*	0.42	14,001,064	58,804	0.42 % of Assets
Pool IV - Fixed Income	0.26	49,619,347	130,041	
Vanguard Institutional Index*	0.04	51,430,825	18,001	0.04 % of Assets
Pool IV - Domestic Equity	0.04	51,430,825	18,001	
Europacific Growth*	0.46	14,143,955	65,062	0.46 % of Assets
Pool IV - International Equity	0.46	14,143,955	65,062	
Mutual Fund Cash*	0.21	130,035	273	0.21 % of Assets
Pool IV	0.19	115,324,162	213,377	
Total Managed Pool	0.12	315,768,652	384,797	

*Audited expense ratio.

**The University of Central Florida pays Bank of New York Mellon a custodial fee of 2.5 basis points annually, billed quarterly on each account's market value.

***The University of Central Florida pays AndCo an all inclusive fee, billed quarterly in arrears, of \$110,000 for investment consulting services.



Active Return	- Arithmetic difference between the manager's performance and the designated benchmark return over a specified time period.
Alpha	- A measure of the difference between a portfolio's actual performance and its expected return based on its level of risk as determined by beta. It determines the portfolio's non-systemic return, or its historical performance not explained by movements of the market.
Beta	- A measure of the sensitivity of a portfolio to the movements in the market. It is a measure of the portfolio's systematic risk.
Consistency	- The percentage of quarters that a product achieved a rate of return higher than that of its benchmark. Higher consistency indicates the manager has contributed more to the product's performance.
Distributed to Paid In (DPI)	- The ratio of money distributed to Limited Partners by the fund, relative to contributions. It is calculated by dividing cumulative distributions by paid in capital. This multiple shows the investor how much money they got back. It is a good measure for evaluating a fund later in its life because there are more distributions to measure against.
Down Market Capture	- The ratio of average portfolio performance over the designated benchmark during periods of negative returns. A lower value indicates better product performance
Downside Risk	- A measure similar to standard deviation that utilizes only the negative movements of the return series. It is calculated by taking the standard deviation of the negative quarterly set of returns. A higher factor is indicative of a riskier product.
Excess Return	- Arithmetic difference between the manager's performance and the risk-free return over a specified time period.
Excess Risk	- A measure of the standard deviation of a portfolio's performance relative to the risk free return.
Information Ratio	- This calculates the value-added contribution of the manager and is derived by dividing the active rate of return of the portfolio by the tracking error. The higher the Information Ratio, the more the manager has added value to the portfolio.
Public Market Equivalent (PME)	- Designs a set of analyses used in the Private Equity Industry to evaluate the performance of a Private Equity Fund against a public benchmark or index.
R-Squared	- The percentage of a portfolio's performance that can be explained by the behavior of the appropriate benchmark. A high R-Squared means the portfolio's performance has historically moved in the same direction as the appropriate benchmark.
Return	- Compounded rate of return for the period.
Sharpe Ratio	- Represents the excess rate of return over the risk free return divided by the standard deviation of the excess return. The result is an absolute rate of return per unit of risk. A higher value demonstrates better historical risk-adjusted performance.
Standard Deviation	- A statistical measure of the range of a portfolio's performance. It represents the variability of returns around the average return over a specified time period.
Total Value to Paid In (TVPI)	- The ratio of the current value of remaining investments within a fund, plus the total value of all distributions to date, relative to the total amount of capital paid into the fund to date. It is a good measure of performance before the end of a fund's life
Tracking Error	- This is a measure of the standard deviation of a portfolio's returns in relation to the performance of its designated market benchmark.
Treynor Ratio	- Similar to Sharpe ratio but utilizes beta rather than excess risk as determined by standard deviation. It is calculated by taking the excess rate of return above the risk free rate divided by beta to derive the absolute rate of return per unit of risk. A higher value indicates a product has achieved better historical risk-adjusted performance.
Up Market Capture	- The ratio of average portfolio performance over the designated benchmark during periods of positive returns. A higher value indicates better product performance.



AndCo compiled this report for the sole use of the client for which it was prepared. AndCo is responsible for evaluating the performance results of the Total Fund along with the investment advisors by comparing their performance with indices and other related peer universe data that is deemed appropriate. AndCo uses the results from this evaluation to make observations and recommendations to the client.

AndCo uses time-weighted calculations which are founded on standards recommended by the CFA Institute. The calculations and values shown are based on information that is received from custodians. AndCo analyzes transactions as indicated on the custodian statements and reviews the custodial market values of the portfolio. As a result, this provides AndCo with a reasonable basis that the investment information presented is free from material misstatement. This methodology of evaluating and measuring performance provides AndCo with a practical foundation for our observations and recommendations. Nothing came to our attention that would cause AndCo to believe that the information presented is significantly misstated.

This performance report is based on data obtained by the client's custodian(s), investment fund administrator, or other sources believed to be reliable. While these sources are believed to be reliable, the data providers are responsible for the accuracy and completeness of their statements. Clients are encouraged to compare the records of their custodian(s) to ensure this report fairly and accurately reflects their various asset positions.

The strategies listed may not be suitable for all investors. We believe the information provided here is reliable, but do not warrant its accuracy or completeness. Past performance is not an indication of future performance. Any information contained in this report is for informational purposes only and should not be construed to be an offer to buy or sell any securities, investment consulting, or investment management services.

Additional information included in this document may contain data provided by from index databases, public economic sources and the managers themselves.

This document may contain data provided by Bloomberg Barclays. Bloomberg Barclays Index data provided by way of Barclays Live.

This document may contain data provided by Standard and Poor's. Nothing contained within any document, advertisement or presentation from S&P Indices constitutes an offer of services in jurisdictions where S&P Indices does not have the necessary licenses. All information provided by S&P Indices is impersonal and is not tailored to the needs of any person, entity or group of persons. Any returns or performance provided within any document is provided for illustrative purposes only and does not demonstrate actual performance. Past performance is not a guarantee of future investment results.

This document may contain data provided by MSCI, Inc. Copyright MSCI, 2017. Unpublished. All Rights Reserved. This information may only be used for your internal use, may not be reproduced or disseminated in any form and may not be used to create any financial instruments or products or any indices. This information is provided on an "as is" basis and the user of this information assumes the entire risk of any use it may make or permit to be made of this information. Neither MSCI, any of its affiliates or any other person involved in or related to compiling, computing or creating this information makes any express or implied warranties or representations with respect to such information or the results to be obtained by the use thereof, and MSCI, its affiliates and each such other person hereby expressly disclaim all warranties (including, without limitation, all warranties of originality, accuracy, completeness, timeliness, non-infringement, merchantability and fitness for a particular purpose) with respect to this information. Without limiting any of the foregoing, in no event shall MSCI, any of its affiliates or any other person involved in or related to compiling, computing or creating this information have any liability for any direct, indirect, special, incidental, punitive, consequential or any other damages (including, without limitation, lost profits) even if notified of, or if it might otherwise have anticipated, the possibility of such damages.

This document may contain data provided by Russell Investment Group. Russell Investment Group is the source owner of the data contained or reflected in this material and all trademarks and copyrights related thereto. The material may contain confidential information and unauthorized use, disclosure, copying, dissemination or redistribution is strictly prohibited. This is a user presentation of the data. Russell Investment Group is not responsible for the formatting or configuration of this material or for any inaccuracy in presentation thereof.

This document may contain data provided by Morningstar. All rights reserved. Use of this content requires expert knowledge. It is to be used by specialist institutions only. The information contained herein: (1) is proprietary to Morningstar and/or its content providers; (2) may not be copied, adapted or distributed; and (3) is not warranted to be accurate, complete or timely. Neither Morningstar nor its content providers are responsible for any damages or losses arising from any use of this information, except where such damages or losses cannot be limited or excluded by law in your jurisdiction. Past financial performance is not guarantee of future results.



Clients first.



CHICAGO | CLEVELAND | DALLAS | DETROIT | ORLANDO | PITTSBURGH | RENO

AndCo Consulting | (844) 44-ANDCO | *AndCoConsulting.com*

Board of Trustees
Budget and Finance Committee | November 16, 2022

INFO-2: Human Resources Change Management

☒ **Information**

☐ **Discussion**

☐ **Action**

Meeting Date for Upcoming Action: N/A

Purpose and Issues to be Considered:

Over the past year as the university engaged in its change management activities around the financial and operational aspects of its daily activities, the Office of Human Resources has also been looking at ways to improve and transform the way it operates and engages with the campus. Both the Workday and Service Enhancement Transformation (SET) implementations provided a window of opportunity to reimagine the way the unit functions.

During the October 18 Board of Trustees Facilities and Infrastructure Committee meeting, several questions were asked that pertained to (i) time to hire, (ii) hiring decisions at the local level, and (iii) compensation decisions at the college and unit level. Those questions form the basis for sharing with the Board the efforts that have been under way for some time but accelerated over the past year.

Background Information:

As a public institution, our human resources protocols and efforts must follow strict guidelines around onboarding staff. Those guidelines get even more pronounced when it comes to the hiring of faculty. While both staff and faculty are hired at the university, they follow separate hiring protocols. Staff and students are managed from recruiting to onboarding by Central Human Resources, but the faculty process is managed through Academic Affairs and have their own protocols for onboarding.

In summary form, some of the challenges that we are currently experiencing and the solutions we are putting in place:

1. Staffing needs at the university did not grow in relationship to the growth in the size of the university. The Society for Human Resource Management has put forward a benchmark of how many Human Resources staff an organization should have for its total workforce. The ratio is approximately 1.2 FTE for every 100 employees. Currently our Human Resources staffing has a ratio of approximately 0.4 FTE for every 100 employees. This reality significantly impacts the unit's ability to provide the level of customer service that is necessary for an institution of our size. Thanks to Dr. Cartwright's leadership he has allowed for us to put in place for the first time in the university's history a Talent Acquisition Center. This group will allow us to start addressing the time to hire with staff as we will move toward managing searches in-house for a reduced cost, thereby saving the university money, but also shifting from some of the old traditions of "posting and praying" to sourcing and recruiting. We have already yielded success with the hiring of Jon Varnell, Vice President for Facilities and Business Operations and Kimberly Banks, Senior Assistant Vice President for Budget, Planning and Analytics. This investment by the university will see savings as search firms can cost upwards of a third of the successful candidate's base salary.

2. Professional development in key aspects of Human Resources administration needs improvement. This discipline requires formal skill sets to ensure compliance with numerous laws and regulations. With the advent of SET, we now have seven Human Resources Business Centers that will serve each college with shared services support. These centers are in their nascent stages, and internal training has already begun. We have a date of January of 2023 to start moving service from centrally managed areas to the college and unit levels. Assessments are ongoing to ensure that team members in the service centers have the competencies to transact such business. Central Human Resources has a direct line into each area to ensure work is being done appropriately.
3. Lack of decision making on salaries at the college and unit levels at times hinder them from making swift decisions. There are protocols that must be followed to ensure compliance with the Office of Federal Contract Compliance Programs, and additional federal and state laws. We have started addressing some of these barriers by adopting a new Career Advancement Policy where supervisors can make such decisions within guidelines, but they will be accountable for compliance. That includes pay equity issues within their units. We are in talks with at least one pilot unit, and the goal is to have that roll out by January of 2023. This will be an iterative process until the changes are matured. Central Human Resources Office will maintain oversight even after the transition.

Recommended Action:

N/A

Alternatives to Decision:

N/A

Fiscal Impact and Source of Funding:

Fiscal impact is still being assessed as a compensation study that was done several years ago was not completed due to funding. At some point we will revisit doing a new study, and from that we will have data to reengage that conversation in the future.

Authority for Board of Trustees Action:

N/A

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

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

Submitted by:

Gerald Hector, Senior Vice President for Administration and Finance

Maureen Binder, Associate Vice President and Chief Human Resources Officer

Supporting Documentation:

Attachment A: Unleashing Human Resources – Focusing UCF's Value Proposition to Become an Employer of Choice

Facilitators/Presenters:

Gerald Hector, Senior Vice President for Administration and Finance

Maureen Binder, Associate Vice President and Chief Human Resources Officer

Cat Puckett, Assistant Vice President for Human Resources

Renée Grigor, Director, Talent Acquisition



Unleashing Human Resources: Focusing UCF's Value Proposition to Become an Employer of Choice

Maureen Binder, Associate VP & Chief HR Officer

Cat Puckett, Assistant VP

Renée Grigor, Director Talent Acquisition

Why does hiring
take so long?

What are we doing
to empower local
departments to
make hiring
decisions?

Can local
departments make
compensation
decisions?



✦ The Questions ✦

Hiring in Public Higher Education

FEDERAL LAWS

- Title VII of the Civil Rights Act
- Uniformed Services Employment and Reemployment Act
- Americans with Disabilities Act
- Age Discrimination in Employment Act
- Equal Pay Act
- Fair Labor Standards Act
- Family and Medical Leave Act
- Immigration Reform and Control Act
- National Labor Relations Act
- Occupational Safety and Health Act
- Violence Against Women Act
- Drug Free Workplace Act
- Fair Credit Reporting Act
- Executive Order 11246
- Section 503/504 of the Rehabilitation Act of 1973
- VERVRA



Hiring in Public Higher Education

STATE LAWS

- Florida Veteran's Preference Law
- Foreign Influence Act
- Minimum Wage Act
- Open Meetings Law
- Florida Statute Chapter 119

UCF POLICIES/THE HIRING PROCESS

- Background Check Policy
- Physical Exam Requirement for specific Facilities positions
- Onboarding paperwork
- Loyalty Oath (State law)
- Network ID (NID)

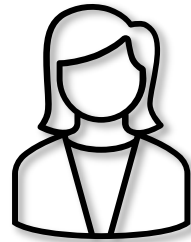
By the Numbers: UCF Hiring Challenge Fiscal Year 2021-2022*



TIME TO FILL

109 Days

vs. 60-day
Best Practice Benchmark



HR STAFF RATIO

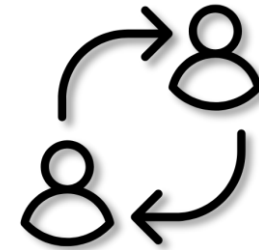
0.4 : 100

vs 1.2 : 100
SHRM Best Practice
Benchmark



APPLICATIONS

**Dropped
by 32%**



TURNOVER

Up to 12%

From 9%
3-year average

*Does not include faculty data

Training and
Empowerment at the
local levels

Create a Talent
Acquisition Group to
streamline hiring

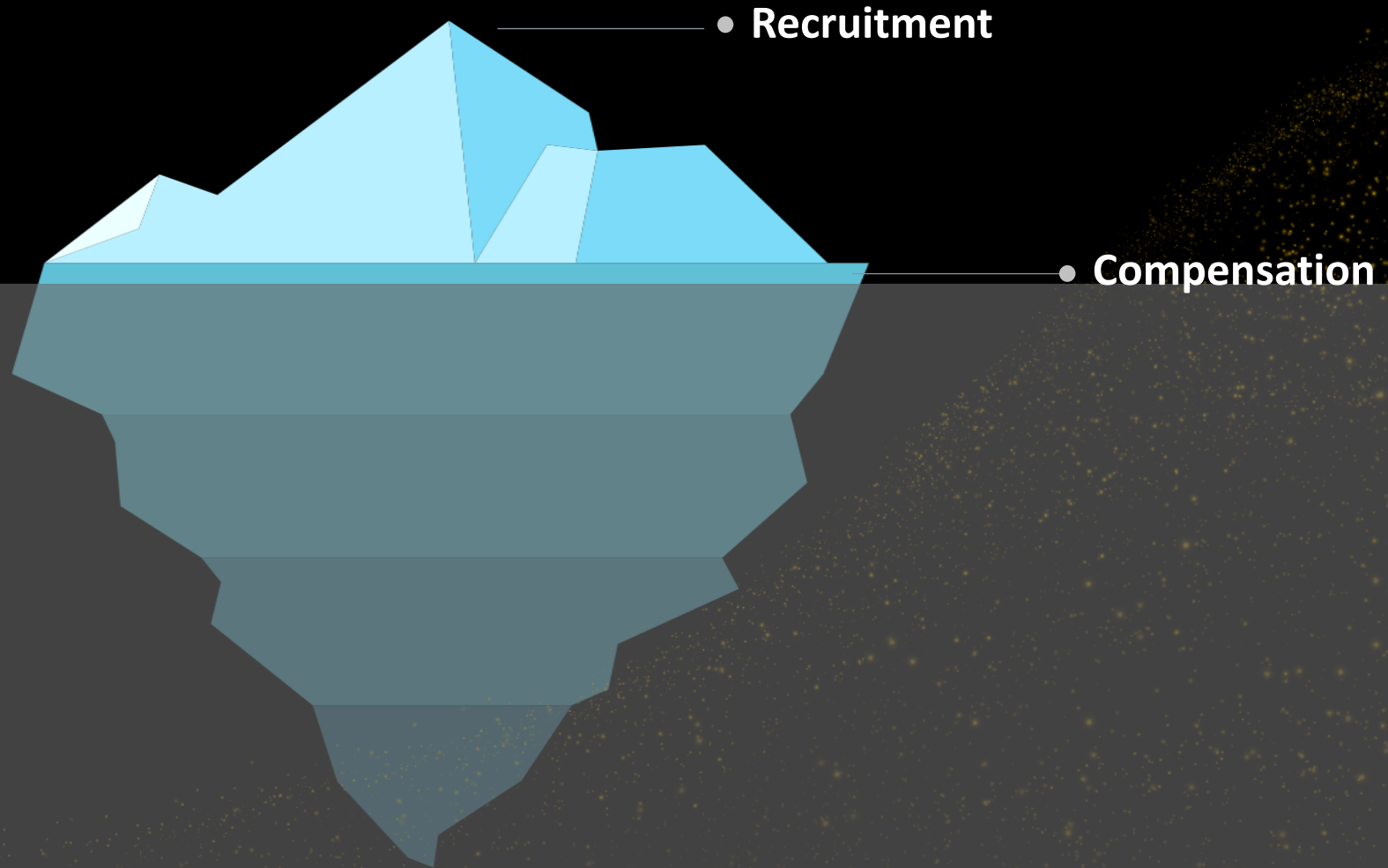
Changes to
Compensation review
protocols

Move to a Total
Rewards ethos to
hiring and retaining
talent

✦ The Solutions ✦

Taking on Hiring Process Challenges:

From Tactical Response to Strategic Recalibration

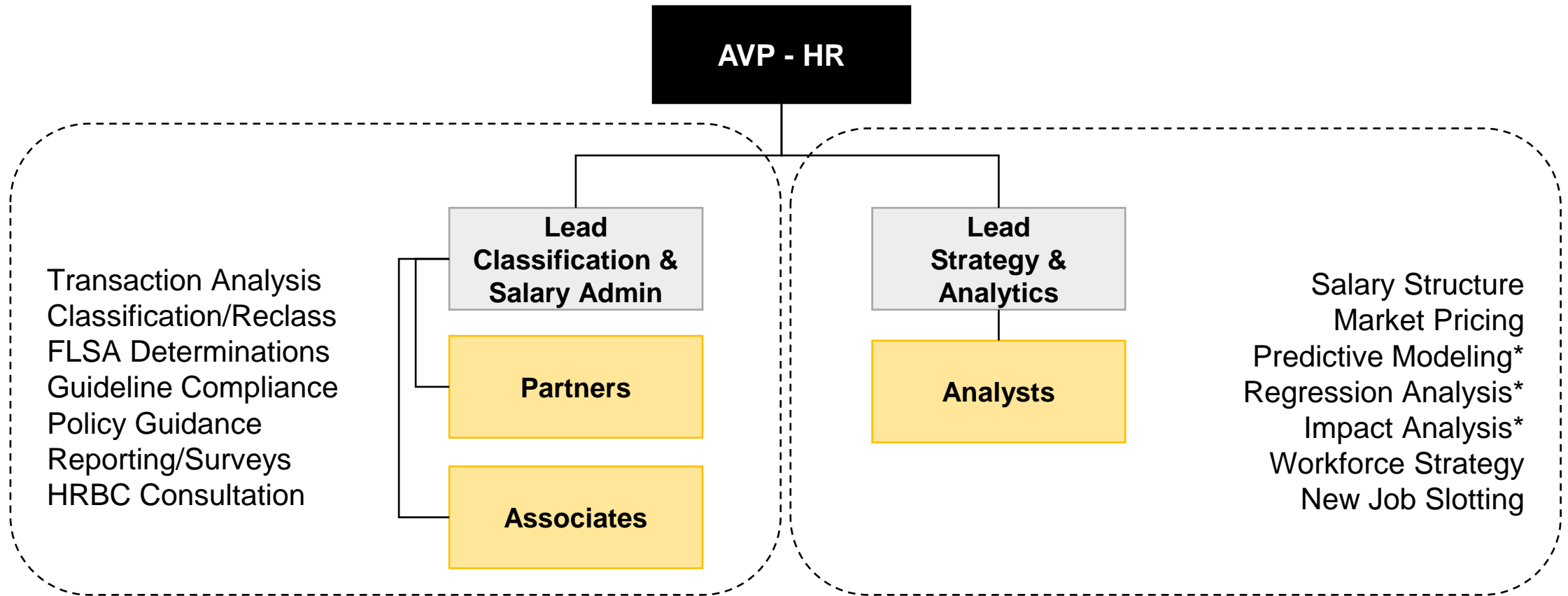


Reducing Time to Hire (Recruiting)

Talent Acquisition Center



Recalibrated Center of Excellence Structure





Whoever found Robb deserves a prize. This guy is gold. Hiring time on critical positions is now moving to 10 days below the market average (47 days versus 60 market). Well done. Very pro.

Matt Hall, Vice President for Information Technology and CIO



Recalibrating Compensation: Current Initiatives

- ✓ Eliminated Preliminary Analyses
- ✓ Career Advancement Policy
- ✓ Training HR Business Centers to Partner with Empowered Leaders
- ✓ Increase compensation pools when possible



We've had some tremendous success
with parity adjustments to existing staff...
using the tools of retention and bonuses for existing employees,
and the sign-on bonus. Those tools are all brand new this year
and they have moved the marker.

Jon Varnell, Vice President for Facilities and Business Operations

Operationalizing Total Rewards

Shifting from short-term initiatives to long-term sustainability of programs and competitiveness

COMPENSATION

Compensation consists of base pay, premium pay, and rewards/incentives which typically comprise the largest expense to an organization and a valuable component of the employees' total rewards package.

BENEFITS, WELLNESS, & REWARDS

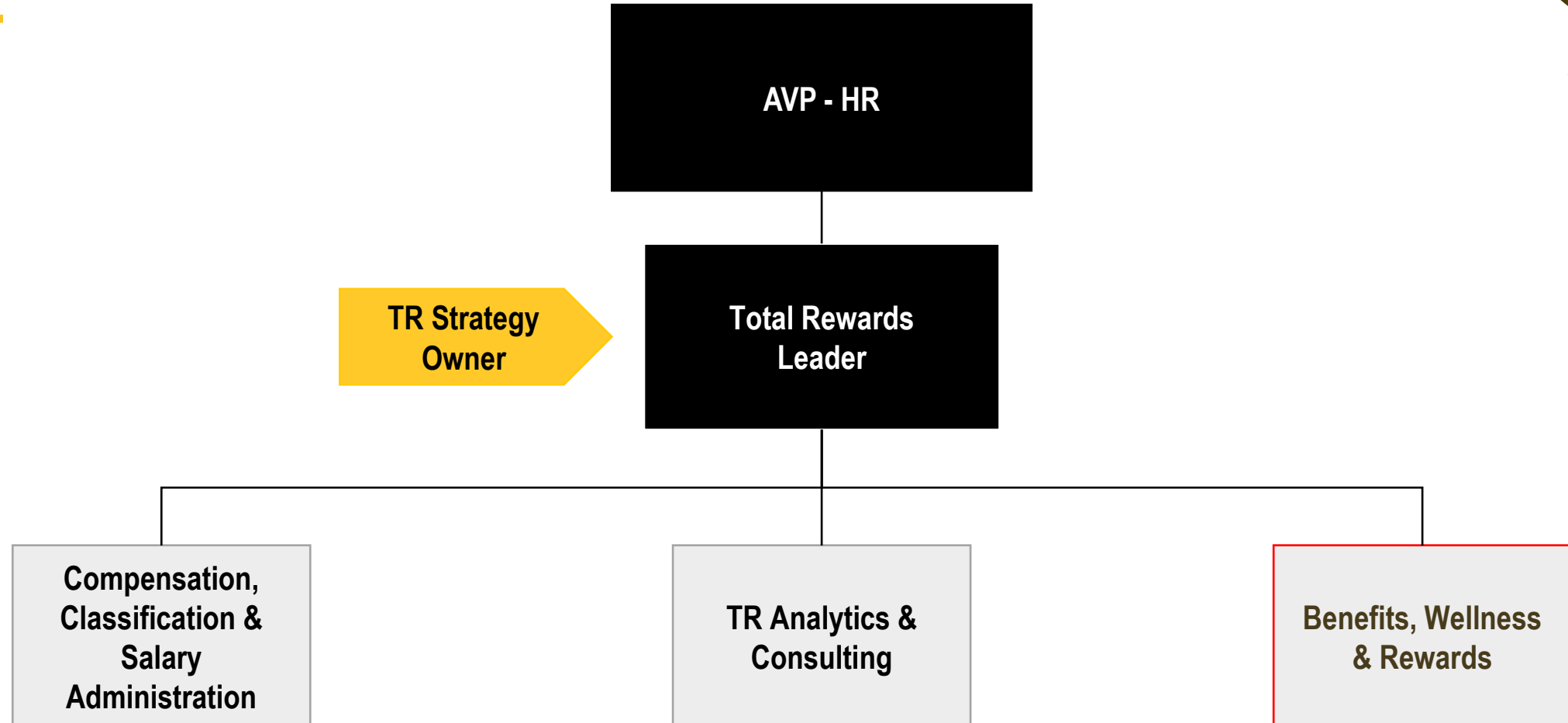
Benefits include non-wage compensation, such as health insurance, retirement plans and employee wellness and perks options. Benefits are components of the total rewards package and make up one of the largest workforce expenses.

ABSENCE MANAGEMENT

Absence management programs enable employees to be away from work. Absence programs can be paid, unpaid, mandated by law, or voluntarily offered, and in some instances tied to an incentive program.

Long-Term Strategy

UCF's focus on a comprehensive total rewards strategy will enable us to be more competitive for increasingly scarce talent in the market. The long-term strategy seeks to improve the employee value proposition and better position us to be THE Employer of Choice.



Challenging Times: The Need for a Total Rewards Approach

Grant Thornton, State of Work in America: Higher Education, March 2022
Full-time higher education faculty/staff

34%

Say their emotional wellbeing has gotten somewhat/much worse in the past 12 months

59%

Do **not** feel that their voice is heard at work

63%

Say their pay does **not** allow them to live the lifestyle they choose

55%

Say they do **not** feel their institution takes into account faculty/staff needs when making changes to the benefits plan

What We're Watching: ROI and Aspirational Targets

Reduced Time to Hire ✦

Decrease in Cost and Reliance
on Outside Search Firms ✦

Identify and Respond Quickly
to Market Pressures Locally ✦

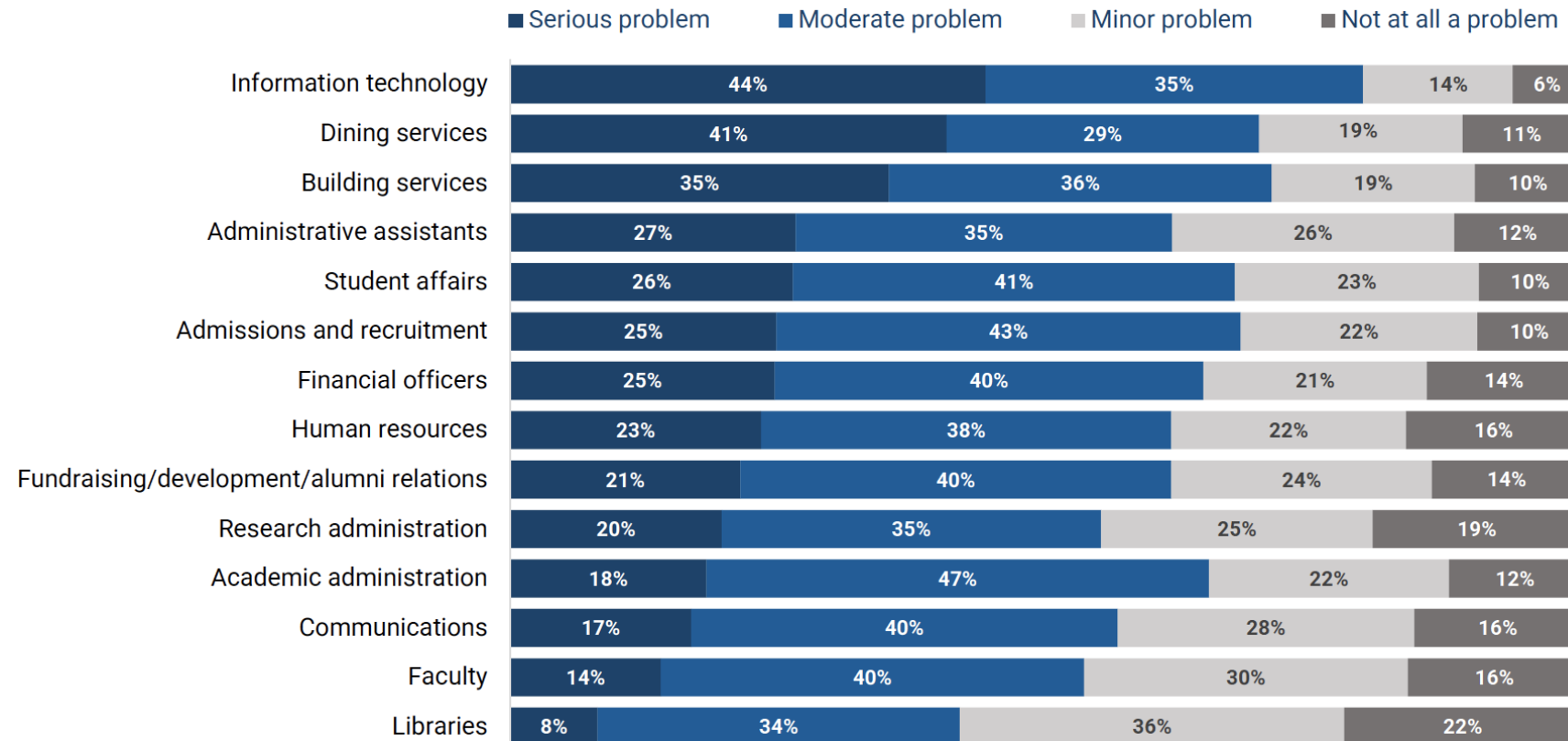
Employee Engagement
& Satisfaction ✦

Employer Brand:
UCF is the employer
for the future ✦

Becoming the employer for the future
also requires us to invest now
for what we know lies ahead.

U.S. Higher Education: Challenges in Hiring

CUPA-HR findings from June-July 2022 survey on college administrators' views on the staffing crisis in higher ed



*Percentages may not total 100% due to rounding

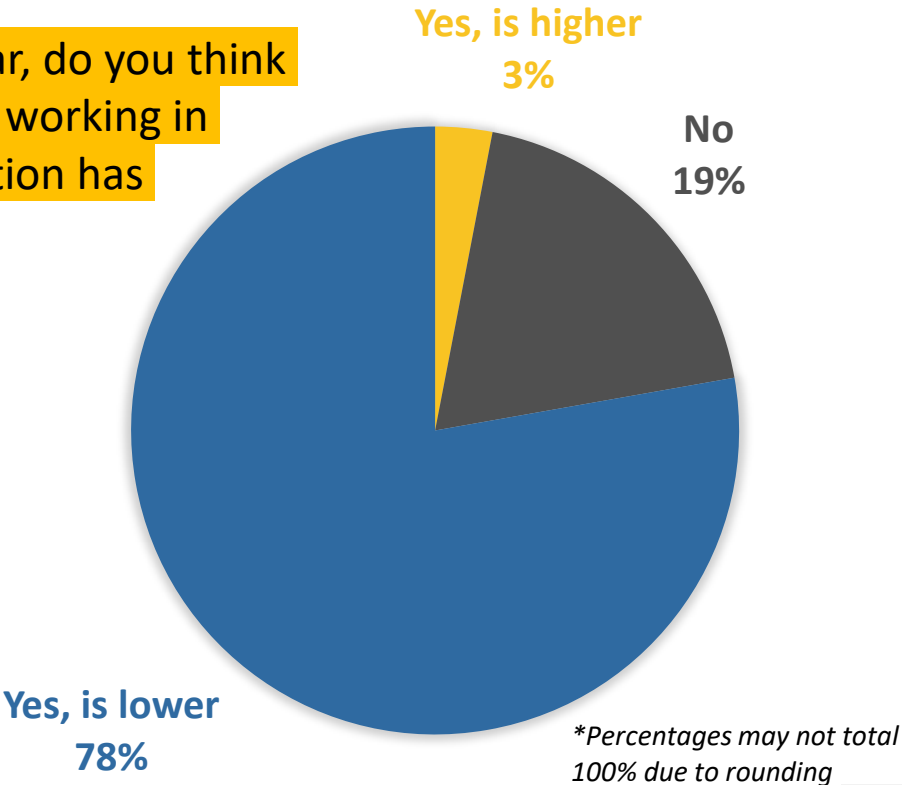
U.S. Higher Education

CUPA-HR findings from June-July 2022 survey on college administrators' views on the staffing crisis in higher ed

During the past year, hiring for administrative and staff positions at my campus has become:



In the last year, do you think the appeal of working in higher education has changed?*



U.S. Higher Education

CUPA-HR survey of higher ed non-faculty employees, May 2022



35%

Likely or very likely to look for new employment in the next year

22%

Somewhat likely to look for new employment in the next year



75%

Considering other opportunities due to pay/salary increases



42%

Considering other opportunities to work remotely