



September 27, 2023 Governance Committee
Board of Trustees
FAIRWINDS Alumni Center
Sep 27, 2023 10:00 AM - 10:30 AM EDT

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September 27, 2023 Governance Committee

Board of Trustees

Sep 27, 2023 at 10:00 AM EDT to Sep 27, 2023 at 10:30 AM EDT

FAIRWINDS Alumni Center

Meeting Details: https://youtube.com/live/BKrij_5_b_sA

Conference Call Number: 929 205 6099

Meeting ID: 916 9962 4851

Passcode: 586734

Agenda

I. Agenda

Call to Order and Welcome

10:00 AM

Presenter: Michael Okaty, Chair, Governance Committee

Roll Call

10:01 AM

Presenter: Tanya Perry, Legal Services Coordinator

II. Minutes of the June 28, 2023 meeting

10:02 AM

Presenter: Chair Okaty

III. Action

10:03 AM

Presenter: Chair Okaty

A. GOVC - 1 Amendments to Board of Trustees Policy Presidential Performance and Compensation Review

Presenter: Alex Martins, Chair, Board of Trustees

B. GOVC - 2 Amendments to University Regulation UCF-2.003 Admission of Graduate Students

Presenter: Youndy Cook

C. GOVC-3 Central Florida Clinical Practice Organization Bylaw Amendments

Presenter: Lauren Ferguson, Assistant Vice President, Board Relations

IV. Discussion

10:22 AM

A. DISC-1 DSO Recommendations Update

Presenter: Lauren Ferguson

V. Information

10:27 AM

A. INFO - 1 FY2024 Work Plan and Review of Committee Charter

Presenters: Michael Okaty, Youndy Cook

B. INFO-2 Presidential Assessment Timeline

Presenter: Alex Martins, Chair, Board of Trustees

VI. New Business

10:28 AM

Presenter: Chair Okaty

VII. Adjournment
Presenter: Chair Okaty

10:29 AM



UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees
Governance Committee Meeting
June 28, 2023
Live Oak Center/Virtual

MINUTES

CALL TO ORDER

Trustee Michael Okaty, chair of the Governance Committee, called the meeting to order at 2:47 p.m. Committee members Bill Christy, Danny Gaekwad, Brandon Greenaway, and John Miklos attended virtually. The following board members were also in attendance virtually: Chair Alex Martins, Tiffany Altizer, Jeff Condello, Stephen King, and Harold Mills.

MINUTES

Trustee Christy made a motion to approve the minutes from February 23, 2023, and April 20, 2023, Governance Committee meetings and Trustee Gaekwad seconded. The committee unanimously approved the minutes as submitted.

NEW BUSINESS

At Chair Okaty's request, Youndy Cook, vice president and general counsel, confirmed there were no disclosures of conflict of interest from the trustees.

Board Chair and Vice Chair Nominations (GOVC-1)

Chair Okaty presented the slate of nominations for Board Chair and Vice Chair. Two candidates, Trustee Alex Martins and Trustee Harold Mills, accepted their nominations for chair and vice chair, respectively. Trustee Martins and Trustee Mills each addressed comments to the committee. Trustee Bill Christy made a motion to approve the slate of nominations and Trustee Miklos seconded. The motion was approved unanimously.

Transition of Limbitless Solutions, Inc. into UCF's Research Enterprise (GOVC-2)

Michael A. Kilbride, Executive Chief of Staff, presented the proposed transition of Limbitless Solutions, Inc. (LSI) into UCF's Research Office as supported by the UCF Research Foundation. Trustee Christy made a motion to recommend approving the decertification of Limbitless Solutions, Inc. as a direct support organization and Trustee Greenaway seconded. Trustee Altizer shared remarks on the highlights of her service on the LSI board and expressed her gratitude to Albert Manero and his team. The motion was approved unanimously.

Appointment and Election of Direct Support Organization Directors (GOVC-3)

Lauren Ferguson, Assistant Vice President for Board Relations, presented the proposed appointments of individuals to boards of eight of the university's direct support organizations. It was noted that all appointments have been reviewed and approved by President Cartwright. Trustee Greenaway made a motion to recommend approval of the board appointments and Trustee Christy seconded. The motion was approved unanimously.

Amendments to University Regulation UCF-2.002 Undergraduate Admission of First-time, Degree-seeking Freshman (GOVC-4)

Youndy Cook, Vice President and General Counsel, presented the proposed amendments to university regulation UCF-2.002 Undergraduate Admission of First-time, Degree-seeking Freshman. The proposed amendments bring the regulation into compliance with Board of Governors Regulation 6.005 Admission of Associate of Arts High School Students. Trustee Christy made a motion to recommend approval of the proposed amendments to UCF-2.002 and Trustee Greenaway seconded. The motion was approved unanimously.

Amendments to University Regulation UCF-2.003 Admission of Graduate Students and UCF-2.009 Admission of International Students (GOVC-5)

Cook presented the proposed amendments to UCF-2.040 Admission of Graduate Students and UCF-2.009 Admission of International Students. The proposed amendments are to better align each regulation with the July 1, 2020, updates to the U.S. Department of Education rules that make no distinction between regional and national accreditors. Trustee Christy made a motion to recommend approval of the proposed amendments to UCF-2.003 and UCF-2.009 and Trustee Greenaway seconded. The motion was approved unanimously.

Amendments to University Regulation UCF-3.010 Faculty Evaluation and Improvement (GOVC-6)

Cook presented the proposed amendments to university regulation UCF-3.010 Faculty Evaluation and Improvement. The proposed amendments are to conform with new Board of Governors Regulation 10.003 Post Tenure Faculty Review. A new paragraph has been added to provide for a comprehensive post-tenure review requirement. Trustee Christy made a motion to recommend approval of the proposed regulation amendments to UCF-3.010 with an effective date of July 1st and Trustee Miklos seconded. The motion was approved unanimously.

Amendments to University Regulation UCF-4.033 Delinquent Accounts (GOVC-7)

Cook presented the proposed amendments to university regulation UCF-4.033 Delinquent Accounts. The amendments update the threshold for withholding official transcripts from students with delinquent accounts in line with recent amendments to Board of Governors Regulation 7.002 Tuition and Fee Assessment, Collection, Accounting, and Remittance. With this amendment, students with outstanding balances of \$500 or more may not be able to receive official transcripts until the debt is paid, settled, or otherwise resolved. Trustee Christy made a motion to recommend approval of the proposed regulation amendments to UCF-4.033 and Trustee Greenaway seconded. The motion was approved unanimously.

Amendments to Chapter 5 University Regulations (GOVC-8)

Cook presented the proposed amendments to the Chapter 5 regulations concerning student rights and responsibilities. Cook highlighted the proposed amendments to university regulations UCF-5.006 Students Rights and Responsibilities, UCF-5.0065 Involuntary Withdrawal Procedures; Mandated Assessment, UCF-5.008 Rules of Conduct, UCF-5.009 Student Conduct Review Process, UCF-5.010 Student Conduct Appeals, UCF-5.011 Scope; Authority; Principles of Group Responsibility; Violations of Law and Organizational Rules of Conduct Violations; Records; Medical Emergencies, UCF-5.013 Organizational Conduct Review Process; Sanctions; Appeals, and UCF-5.015 Student Academic Behavior Misconduct Review Process. Trustee Greenaway made a motion to recommend approval of the proposed regulation amendments to the Chapter 5 regulations and Trustee Christy seconded. The motion was approved unanimously.

Amendments to University Regulation UCF-6.008 Vehicle Registration Fees; Parking Violation Fines (GOVC-9)

Cook presented the proposed amendments to university regulation UCF-6.008 Vehicle Registration Fees; Parking Violation Fines. Among the proposed amendments are an update to the fines for two parking violations (Blocking Traffic or a Roadway and Expired Meter or Overtime in a Pay-by-Space Parking Space) and adding two new parking violations (Parking in a Fire Lane and Parking in a Residential Space). Trustee Miklos made a motion to recommend approval of the proposed regulation amendments to UCF-6.008 and Trustee Christy seconded. The motion was approved unanimously.

Proposed University Regulation UCF-2.041 Nursing Education (GOVC-10)

Cook presented the proposed university regulation UCF-2.041 Nursing Education to implement the Linking Industry to Nursing Education (LINE) fund at UCF pursuant to BOG Regulation 8.008 and Florida Statutes section 1009.8962. Trustee Miklos made a motion to recommend approval of proposed University Regulation UCF-2.041 and Trustee Christy seconded. The motion was approved unanimously.

ADJOURNMENT

The meeting adjourned at 3:25 p.m.

Reviewed by:

Michael Okaty
Chair, Governance Committee

Date

Respectfully submitted:

Michael A. Kilbride
Associate Corporate Secretary

Date



Board of Trustees

Governance Committee

September 27, 2023

Agenda Item

GOVC-1: Amendments to Board of Trustees Policy Presidential Performance and Compensation Review

Proposed Committee Action

The Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the proposed amendments to Board of Trustees Policy Presidential Performance and Compensation Review.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001

Supporting Documentation Included

Attachment A: Proposed Board of Trustees Policy Presidential Performance and Compensation Review (redline)

Facilitators/Presenters

Alex Martins, Chair, Board of Trustees



GOVC-1: Amendments to Board of Trustees Policy Presidential Performance and Compensation Review

EXECUTIVE SUMMARY

Objective

Consider proposed amendments to Board of Trustees Policy Presidential Performance and Compensation Review.

Summary of Key Observations/Recommendations

The Board of Trustees Policy Presidential Performance and Compensation Review outlines the policy and process associated with the University President's review. The policy provides an annual review of the President's performance by the Board's Governance Committee.

Proposed amendments include:

- Eliminating language that requires the Board of Trustees to arrange a detailed assessment of the president's performance and salary by an outside consultant every three years.

Additional Background

Board of Governors Regulation 1.001 requires that the Board of Trustees conduct an annual review of the president and develop guidelines for that annual review. The current policy addresses the annual evaluation process, in conformance with the Board of Governors regulation, but also includes a provision requiring, every third year, the hiring of outside consultants to lead a comprehensive evaluation of the president addressing the relationship between the president and the board. No other SUS institution includes in their presidential evaluation policy a requirement to conduct a comprehensive review every third year utilizing an external consultant.

Rationale

The proposed amendment to remove the external consultant-led comprehensive review is proposed to align UCF's procedures with standard practices within the system and refine the process surrounding presidential performance and compensation reviews. The proposed changes allow the Board discretion in deciding the necessity, methodology, and timing of supplementary evaluations concerning the president's performance, compensation, or relationship with the Board.

Implementation Plan

If the Board approves the proposed policy amendments, the university will update the policy document as a Board of Trustee resource, and this year's presidential review will adhere to the new terms.

Resource Considerations

The proposed policy changes are not projected to result in any additional costs to the University; if adopted, the University will potentially save money on external consultant fees.

Conclusion

Staff recommends that the committee recommend approval of the proposed amendments to Board of Trustees Policy Presidential Performance and Compensation Review.



UNIVERSITY OF CENTRAL FLORIDA BOARD OF TRUSTEES POLICY

Presidential Performance and Compensation Review

This policy supplements Florida Board of Governors regulations that require an annual evaluation of the president's performance, goals, and compensation by the UCF Board of Trustees. It details the purposes and process by which the president's performance and compensation shall be reviewed on an annual basis. ~~It further requires that a comprehensive evaluation of the president's performance and compensation shall normally occur at three-year intervals.~~

Annual Evaluation

Purpose

The purpose of the annual evaluation is to enable the president to strengthen his or her performance, to enable the president and the board of trustees to reset mutually agreeable goals, and to inform annual decisions on compensation adjustments and other terms of employment.

Responsibility

It shall be the responsibility of the board of trustees to assess the president's performance, goals, and compensation annually. The board delegates to the UCF Governance Committee, the responsibility for organizing and conducting the process with the president.

Process

The president shall provide a written management review statement and annual self-assessment to trustees for the further review and consideration of the committee. Normally, unless revised by the Governance Committee in consultation with the president in the intervening period, the statement format will remain the same year-to-year. In addition, the board chair shall request participation from the chair of the Board of Governors, who may involve the Chancellor, during the annual evaluation process. This participation will include a review of the president's responsiveness to the Board of Governors' strategic goals and priorities, and the president's compliance with system-wide regulations. The management review statement, any supplemental information the committee may have requested of the president, and any supplemental information the committee has developed shall be sent to all trustees and to the president before the board of trustees meeting at which the president's review, goals, and compensation will be acted upon. The president will attend this meeting. A staff member shall be assigned to work directly with the committee.

Outcomes

After the board's deliberation and action, minutes shall be published that document the review of the president's performance and compensation.

Comprehensive Evaluation

Purposes

The purpose of the review is to strengthen the leadership of the president and board of trustees by assessing the quality of their relationship and the president's performance through an independently conducted process. The process seeks to gather, on a wide range of management and governance matters, the informed perceptions of leaders of major stakeholder groups, as well as those of the president and trustees.

Responsibility

It shall be the responsibility of the board of trustees to comprehensively assess the quality of the relationship between the president and the board, along with the president's performance and compensation, at three-year intervals. The board delegates to the Governance Committee, the responsibility for organizing and conducting the review process with the president, using independent consultants. No consultants shall be connected directly or indirectly with the institution by present or past affiliation. The chair of the board of trustees and the president shall be consulted regarding the selection of the independent consultants. The final selection of the consultants shall be approved by the Governance Committee and by the board. Procedural details shall be decided upon by the Governance Committee with the consultants' advice and counsel, and within the parameters of this policy.

Process

The activities shall include personal interviews with appropriate individuals, internal and external to the institution, as agreed upon by the committee and consultants. In addition, the consultant shall request participation from the chair of the Board of Governors, who may involve the Chancellor, during the evaluation process. This participation will include the president's responsiveness to the Board of Governors' strategic goals and priorities, and the president's compliance with system-wide regulations. The committee also shall provide any guidance on the general nature of the consultant's review. A staff member shall be assigned to work directly with the consultants and the committee.

The customary annual presidential management review shall be modified to be consistent with the advice of the consultants and committee. Prepared in advance of the review process, the statement shall provide a comprehensive picture of the institution's academic and financial status, along with other indicators of progress during the president's tenure. It should highlight particular achievements, as well as persistent institutional issues.

The committee also shall decide how best to communicate with the UCF community and the Central Florida area before, during, and after this process. The committee is delegated the authority to set (1) the report's general written and oral format (for later submission to the committee, president, and board) and (2) the arrangement by which the consultants will be available to discuss their report with the president and the board.

Outcomes

The consultants will provide a comprehensive written report detailing the institution's progress and major achievements during the president's tenure. This shall include substantive recommendations for the president and the board designed to strengthen UCF's management and governance.

History: New 11-30-2004; Revised 3-21-2013, 9-23-2021, 6-29-23

Authority: BOG Regulation 1.001



Board of Trustees

Governance Committee

September 27, 2023

Agenda Item

GOVC-2: Amendments to University Regulation UCF-2.003 Admission of Graduate Students

Proposed Committee Action

The Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the proposed amendments to University Regulation UCF-2.003 Admission of Graduate Students.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001

Supporting Documentation Included

Attachment A: Proposed University Regulation UCF-2.003 Admission of Graduate Students (redline)

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



GOVC-2: Amendments to University Regulation UCF-2.003 Admission of Graduate Students

EXECUTIVE SUMMARY

Objective

Consider proposed amendments to University Regulation UCF-2.003 Admission of Graduate Students.

Summary of Key Observations/Recommendations

Proposed amendments to Regulation UCF-2.033 include:

- To reinstate language in paragraph (2)(a) that was inadvertently removed when the regulation was amended in July; specifically, language regarding degrees earned from foreign institutions that would be the equivalent of the bachelor's degree from a qualifying U.S. institution

Additional Background

This regulation was last amended at the June 28, 2023, Board of Trustees meeting.

Rationale

The proposed regulation amendments will correct the inadvertent removal of language regarding degrees earned from foreign institutions.

Implementation Plan

The amended policy would go into effect upon approval by the UCF Board of Trustees.

Resource Considerations

The proposed regulation amendments are not anticipated to incur additional costs to the University.

Conclusion

Staff recommends that the committee recommend approval of the proposed amendments to University Regulation UCF-2.003.

UCF-2.003 Admission of Graduate Students.

(1) This regulation applies to all students who seek to be admitted to graduate programs at the University of Central Florida.

(2) Beginning with admission for the Spring 2024 academic year, each admitted student to a graduate degree program or to a post-baccalaureate professional program must meet the following minimum requirements:

- (a) Earned a bachelor's degree or equivalent from a U.S. institution of higher education accredited by an institutional accreditor recognized by the U.S. Department of Education or its equivalent from a foreign institution.

AND

- (b) Earned a 3.0 GPA (or equivalent) or better in all work attempted while registered as an undergraduate student working for a baccalaureate degree, OR
- (c) Earned a 3.0 GPA (or equivalent) or better in all work attempted while registered as an upper division student working for a baccalaureate degree, OR
- (d) Earned a previous graduate degree or professional degree or equivalent from a U.S. institution of higher education accredited by an accrediting body listed in (2)(a) or its equivalent from a foreign institution in a field related to the discipline of the program to which the applicant is applying.

(3) Each graduate program may determine other requirements for admission, consistent with the mission and purpose of their college and program beyond those listed in (2). All program admissions requirements must be published in the Graduate Catalog and are required to be reviewed and updated annually.

- (a) Graduate programs must include at least 2 of the following materials to support the application:
- Letter(s) of reference
 - Resume or CV
 - Writing Sample
 - Personal, Goal, or Professional Statement
 - Research Statement
 - Professional, Academic, Artistic, or Music Portfolio
 - Video answer to prompt
 - Other relevant supporting materials approved by the College of Graduate Studies
- (b) Admissions criteria must not include preferences for applicants on the basis of race, color, national origin, disability, religion, or sex.

(4) The requirement to submit GRE, GMAT, or MCAT scores is at the discretion of the program to which the student is applying. Please refer to the current catalog for specific program level standardized test score requirements.

- (a) For programs that do not require a GRE or GMAT, all international applicants must submit a course-by-course evaluation of the student's official transcript by a credential evaluation service recommended by UCF that shows a GPA equivalent of 3.0 from an earned degree equivalent to a U.S. bachelor's degree obtained from an institution of higher education accredited by an accrediting body listed in (2)(a).

(5) In addition to the above requirements, international students must show proficiency in written and spoken English in accordance with the provisions of University Regulation UCF-2.009.

(6) All graduate applicants must indicate whether or not Florida residency is claimed. An application or residency affidavit submitted by or on behalf of a student which contains false, fraudulent or incomplete statements may result in denial of admission or denial of further registration and/or invalidation of UCF credit.

(7) Exceptions to the above requirements:

- (a) In any academic term, up to 20 percent of the graduate students may be admitted in a given degree program as exceptions to the minimum requirements for graduate admissions as defined in paragraph (2) (b) & (c), above.
- (b) Students who do not meet the admissions criteria and who wish to enroll in courses but not degree programs at the post-baccalaureate level may enroll under the classification of non-degree seeking students. Graduate programs wishing to admit these students to graduate degree programs after the students have satisfactorily completed up to nine hours of graduate course work may do so provided that the number so admitted is included as part of the 20 percent exception, as defined in paragraph (6)(a), above.

(8) In addition to the above requirements, all graduate applicants who are admitted must submit an immunization form. UCF Student Health Services is responsible for oversight of student immunization compliance and reserves the right to require immunizations based on recommendations from the Centers for Disease Control and Prevention (CDC) the Florida Department of Health, the Florida Board of Governors, or the UCF Board of Trustees. UCF reserves the right to refuse registration to any applicant, former student, or student whose health record indicates the existence of a condition which may be harmful to the members of the University community.

(9) Exceptions: Students may apply for an exception to the University's immunization requirements if they meet one of the following criteria and submit appropriate documentation.

- (a) Medical Basis – The student must provide a letter from a healthcare provider, signed on official medical office stationery, stating the medical reason(s) why the student is not able to receive the vaccine(s), and indicating if this is a temporary or permanent condition.
- (b) Religious Basis – The student (or the student's parent/guardian if under 18 years old) can sign a Religious Exemption waiver upon request.
- (c) Active Duty Military and Veterans – Active Duty and Veterans may complete the waiver section of the immunization form if documentation of immunizations is unavailable at the time of registration. Proof of military service is required (DD 214 or military ID card).
- (d) With approval of the UCF President, limited UCF programs may be an exception when students will not be physically present in any UCF classroom or on any UCF campus. Should such students seek to register for face to face courses, they must comply with paragraph (8).

(10) All applicants for admission or readmission to the University of Central Florida, including to any graduate or doctoral programs of study within the University and including any applicant for post-baccalaureate study, are required to disclose on the application prior criminal conduct,

pending criminal charges, and prior educational misconduct. The University reviews all applications in which a student discloses prior criminal conduct, pending criminal charges, or prior educational misconduct to determine whether the admission of the applicant is in the best interest of the University. The office responsible for this review is the Office of Student Rights and Responsibilities. Applicants who fail to disclose prior criminal misconduct, pending criminal charges, or any prior educational misconduct are in violation of the disclosure requirements of this paragraph and may be subject to appropriate action by the University, including denial of admission or readmission, revocation of admission, or other academic and/or disciplinary action prescribed by the University, up to and including dismissal. Applicants are not required to disclose minor traffic violations.

(11) Applicants may appeal an admissions decision by following the university admissions appeal procedure. Information regarding this procedure is available in the Graduate Catalog.

(12) Readmissions.

- (a) Graduate students who do not maintain continuous enrollment, must apply for readmission. Readmission is not guaranteed. The readmission decision is based on multiple factors such as previous academic performance, work taken since last attending UCF, space and fiscal limitations.
- (b) A student who was previously dismissed from his or her graduate program and would like to reapply to the same program must have an approved probation plan on file before a readmission decision can be made.

(13) Graduate applicants and graduate readmit applicants may be admitted subject to space and fiscal limitations.

Authority: BOG Regulations 1.001, 6.001, and 6.003. History–New 10-8-75, Amended 9-27-79, 1-6-82, Formerly 6C7-2.03, Amended 10-2-08, Formerly 6C7-2.003, Amended 7-30-09, 2-29-16, 9-16-16, 4-23-20, 10-22-20, 6-17-21, 5-26-22, 7-11-23, _____-23.



Board of Trustees

Governance Committee

September 27, 2023

Agenda Item

GOVC-3: Central Florida Clinical Practice Organization Bylaw Amendments

Proposed Committee Action

The Governance Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the amendments to the Central Florida Clinical Practice Organization (CFCPO) Bylaws.

Authority for Board of Trustees Action

Board Policy on Presidential Authority, section 8(a)

Supporting Documentation Included

Attachment A: Seventh Amended and Restated CFCPO Bylaws, redline

Facilitators/Presenters

Lauren Ferguson, Assistant Vice President, Board Relations



GOVC-3: Central Florida Clinical Practice Organization, Inc. Bylaw Amendments

EXECUTIVE SUMMARY

Objective

This item proposes amendments to the Central Florida Clinical Practice Organization, Inc. (CFCPO) bylaws. This amendment removes from the composition of the CFCPO Board the university's Sr. Associate Vice President for Financial Affairs as an ex officio Director.

Summary of Key Observations/Recommendations

- Due to staffing changes, the Sr. Associate Vice President for Financial Affairs is no longer necessary as an ex officio Director of the CFCPO Board. Thus, related language is proposed to be stricken from the CFCPO bylaws.
- The CFCPO Board approved the provided amended bylaws at its meeting on Wednesday, September 13, 2023.
- These proposed bylaws would constitute the seventh amended and restated bylaws for the CFCPO.

Additional Background

CFCPO supports the clinical activities of the UCF College of Medicine (COM), including the orderly collection and administration of income generated from COM clinical activities, and serves as an administrative service supporting organization for the COM Faculty Practice Plan. It shall not be involved in the delivery of medical services, the employment of medical doctors or other health professionals, or the determination, control, or evaluation of any medical procedures or standards (Board of Governors Statement of UCF Faculty Practice Plan Structure).

Rationale

The university's Sr. Associate Vice President for Financial Affairs is listed as an ex officio director in the current bylaws. At the time the current bylaws were drafted and approved, the position was included for continuity after a board restructuring. However, between the time the bylaws were approved and when they became effective, there ceased to be a Sr. Associate Vice President for Financial Affairs. These proposed changes will bring CFCPO's bylaws in alignment with board composition needs and staffing changes.

Implementation Plan

Amended CFCPO bylaws will become active upon ratification by the UCF Board of Trustees.

Resource Considerations

N/A

Conclusion

Staff recommends that the proposed amended bylaws be considered for ratification.

**SIXTHSEVENTH AMENDED & RESTATED BYLAWS OF
CENTRAL FLORIDA CLINICAL PRACTICE ORGANIZATION, INC.**

**ARTICLE I.
MEMBERS, PURPOSE, MISSION, AND OFFICE**

The corporation will have no members and will be managed by the Board of Directors.

The corporation is organized as a corporation not-for-profit under Chapter 617, Florida Statutes. The corporation will be organized and operated exclusively for scientific, educational, and charitable purposes, within the meaning of Section 501(c)(3) of the United States Internal Revenue Code, and not for pecuniary profit, and exclusively for the support and benefit of the University of Central Florida (the “University”). The corporation will possess all powers and authority as are now or may hereafter be granted to corporations not-for-profit under the laws of the State of Florida. The specific purposes for which the corporation is organized will include the promotion and support of medical education, research, and patient care, including the collection, receipt, management, administration and distribution of funds, exclusively for support of the mission and objectives of the university’s College of Medicine (the “College”), in accordance with the College of Medicine Faculty Practice Plan adopted in accordance with Florida Board of Governors Regulation 9.017, or corresponding provisions of any subsequent laws or rules.

The principal office of Central Florida Clinical Practice Organization, Inc. will be located at 6850 Lake Nona Blvd., 3rd Floor, Orlando, Orange County, Florida.

**ARTICLE II.
BOARD OF DIRECTORS**

Section 1. Directors. The Central Florida Clinical Practice Organization, Inc. Board of Directors will consist of:

- A. The President of the University of Central Florida, or designee,
- B. At least one University of Central Florida Board of Trustees (“BOT”) representative appointed by the Chair of the BOT,
- ~~C. —~~ A designee of the Vice President for Health Affairs of the University of Central Florida, and
- ~~D.C. The Sr. Associate Vice President for Financial Affairs, and~~
- ~~E.D.~~ Additional representatives appointed by the University President.

The BOT will approve all appointments to the Board of Directors other than the BOT Chair or designee and the University President or designee.

Section 2. Terms of Office. *Ex officio* members of the Board of Directors will serve as directors of the corporation for such time as they continue to serve in their positions with the university. Directors designated or appointed to the Board of Directors will serve for three-year terms. Terms will begin on the date of appointment and end June 30 (or July 1 through June 30, whichever applies) or until their successor is duly designated or appointed. Any designated or appointed director may be designated or appointed to successive terms.

Section 3. Vacancies. Whenever any vacancy occurs in the Board of Directors by death, resignation, or otherwise, it will be filled without undue delay. Any person designated or appointed to fill a vacancy in the Board of Directors will hold office for the unexpired term of his or her predecessor in office.

Section 4. Removal. The University President may remove any director at any time upon written notice, with or without cause, except for directors appointed by the BOT Chair. The Board of Directors may remove any director at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.

Section 5. Resignation. A Director may resign at any time by submitting a written resignation to the Chair.

Section 6. Powers and Duties. The property, affairs, activities, and concerns of the corporation are vested in the Board of Directors subject to the Articles of Incorporation, Bylaws, applicable laws, guidelines and policies and regulations. All management functions will be exercised by the Board of Directors subject to its delegation. The powers and duties of the Board of Directors are as follows:

- A. To discharge faithfully all the duties imposed upon it by the Articles of Incorporation and by law.
- B. To meet upon the call of the Board Chair, the Board Vice Chair, the Chief Executive Officer (“CEO”) of the corporation or any two directors.
- C. To select a bank or banks or other depositories for the deposit of funds and securities of the corporation; and to cause the corporation to conduct its financial affairs in conformity with the policies and procedures adopted by the Board of Directors.
- D. To cause an audit of the books and records of this corporation to be made at least once each fiscal year together with a management letter, including the response from management, if required, conducted by a firm of independent Certified Public Accountants, whose engagement letter will provide that it render an opinion on the financial statements in accordance with generally accepted accounting principles and to have the results of the audit reported to and accepted by the Board of Directors.
- E. To hold and to invest and reinvest any monies it receives and to hold any property, to sell or exchange the same, and to invest and reinvest the proceeds of any sale or other conversion of any such property, for the purpose of earning income, which income, less operating expenses of the corporation, will be used to further the specific purposes of the corporation.

- F. To authorize the CEO, other Officers, and the corporation’s senior management to take action(s) as directed by the Board of Directors.
- G. To borrow money by issuing long or short-term notes, bonds, or debentures and to pledge, mortgage, or otherwise encumber its assets within the discretion of the Board, subject to the policies of the University of Central Florida, its Board of Trustees and the Florida Board of Governors.
- H. To annually approve the corporation’s operating budget as well as any material changes to the budget, and then submit the budget to the University of Central Florida Board of Trustees for approval.
- I. To annually submit to the University of Central Florida Board of Trustees and the Board of Governors its federal Internal Revenue Service Return of Organization Exempt from Income Tax filing (“Form 990”).

Section 7. Meetings of the Board. The Board Chair will preside at meetings of the Board of Directors. In the absence of the Board Chair, the Vice Chair will preside.

- A. Regular meetings of the Board of Directors will be held as determined by the Board of Directors. Written notice of the time and place of the annual meeting and regular meetings will be provided to each director, by personal delivery, first class mail, or electronic mail or board portal notice, at least three (3) business days before the meeting.
- B. Special meetings of the Board of Directors may be called by the Board Chair, Vice Chair, CEO or upon the written request of two (2) members of the Board of Directors. At least three (3) business days prior written notice of any special meeting will be provided to all members of the Board of Directors by personal delivery, first class mail, electronic mail or board portal notice.
- C. Proxies, general or special, will not be accepted for any purpose in the meetings of the Board of Directors.
- D. Any director may waive notice of any meeting. The attendance of a director at any meeting will constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 8. Public Notice. Public notice of any meeting of the Board of Directors or any Committee will be made as required by Florida law. Opportunity for public comment may be permitted.

Section 9. Public Comment. To the extent required by law or permitted by the Chair, individuals who desire to appear before the Board of Directors or any Committee regarding an item being considered must submit their requests in writing to the address or email address noted in the posted notice for the meeting in advance, specifying the agenda item about which they wish to speak. Public comment will be limited to three (3) minutes per person.

Section 10. Quorum and Voting. A majority of the Board of Directors will constitute a quorum for the transaction of business. The act of a majority of the directors present at a meeting at which a quorum is present will be the act of the Board of Directors unless a greater number is required by these bylaws or by law.

Section 11. Participation by Electronic Means. Members of the Board of Directors may participate in a meeting of the Board by conference, telephone or similar communications means provided all persons participating in the meeting are able to communicate with each other.

Section 12. Chair and Vice Chair of the Board. The Board of Directors will have a Chair and Vice Chair serve as officers of the Board.

- A. Chair of the Board. The Chair of the Board (“Board Chair”) will be selected by the University President and must be a member of the Board. The Board Chair will:
 - 1. Preside at the meetings of the Board of Directors. The Board Chair or designee will prepare the agenda for all meetings of the Board of Directors.
 - 2. Sign all certificates, bonds, deeds, mortgages, leases, and contracts of the corporation except as otherwise approved by the Board of Directors.
 - 3. Perform all duties as the Board of Directors will designate and may delegate certain duties with the Board of Directors’ approval.
 - 4. Perform other duties as are necessarily incident to the office of the Board Chair.
- B. Vice Chair. The Vice Chair will be elected by the Board of Directors to serve as its Vice Chair and must be a member of the Board. The Vice Chair will assume the Chair’s duties in the Chair’s absence or incapacity and perform such duties as are assigned by the Chair.
- C. Term of Board Officers. Officers of the Board will serve for three years or until their successor is duly selected or elected. Any such selected or elected Board officer may serve successive terms.
- D. Removal. The Board of Directors may remove any Board officer at any time upon a two-thirds vote of the directors, whenever the best interests of the corporation would be served.
- E. Vacancies. In the event of absence, inability, or refusal to act of the Chair, the University President will select another member of the Board to serve as Chair. In the event of absence, inability or refusal to act of the Vice Chair, the Board will elect a new Vice Chair no later than its next regular meeting.

ARTICLE III.
OFFICERS OF THE CORPORATION

Section 1. Officers. The officers of the corporation will be non-members of the Board and will be as follows:

- A. CEO, who is the Vice President of the University of Central Florida with responsibility for health affairs;
- B. Secretary, who will be appointed by the CEO;
- C. Treasurer, who will be appointed by the CEO, in consultation with the Chief Financial Officer of the University; and
- D. Other officers, listed below, as may be appointed by the CEO.

Section 2. Term of Corporate Officers. *Ex officio* Corporate Officers who are employees of the University of Central Florida will serve as long as they continue to be employed with the University of Central Florida in that position. The term of office for appointed Corporate Officers will commence when appointed and continue for three (3) years or until their successor is duly appointed. Any such appointed officer may serve successive terms.

Section 3. Duties of Officers. The duties and powers of the officers of the corporation will be as follows:

- A. CEO. The CEO will be the chief executive officer of the corporation, will have general and active management of the business and affairs of the corporation, subject to the directions of the Board of Directors, and, in the absence of a Chair or Vice Chair of the Board of Directors, will preside at all meetings of the Board of Directors.
- B. Secretary. The Secretary will be responsible for the following permanent records:
 - 1. Accurate minutes of the proceedings of all meetings of the Board of Directors and a record of the actions of the Board and committees.
 - 2. A copy of the Articles of Incorporation and Bylaws of the corporation and all amendments.
- C. Treasurer. The Treasurer will oversee the fiscal affairs of the corporation. The duties of the Treasurer include assuring that adequate provision is made for the care and custody of all the assets of the corporation.

Section 4. Removal. The CEO may remove any corporate officer at any time whenever the best interests of the corporation would be served.

Section 5. Vacancies. In the event of absence, inability, or refusal to act of any of the appointed or designated officers of the corporation, the CEO, except as otherwise provided for in these Bylaws and subject to University Regulation 10.001, will appoint a successor or successors to perform the duties of their respective offices.

**ARTICLE IV.
COMMITTEES**

Section 1. General. The Board Chair may, at any time, appoint and charge such committees necessary and advisable to assist in the conduct of the corporation's affairs. Although committee members may include members who are not directors, committees will include a majority of directors and will be chaired by a director appointed by the Board Chair. Committee member appointments will be for defined terms, and committee members may be removed at any time, with or without cause, by the Board Chair. A majority of any committee of the corporation will constitute a quorum for the transaction of business.

Section 2. Audit Committee. The Board of Directors may establish an Audit Committee to provide for oversight of the integrity of financial reporting, internal controls and the independence and performance of the audit function of the corporation's independent auditors.

**ARTICLE V.
GOVERNING AUTHORITY AND FISCAL YEAR**

Section 1. Governing Authority. Notwithstanding any other provision of these Bylaws to the contrary, the affairs and operations of the corporation will be conducted in compliance with the applicable regulations of the Florida Board of Governors and the University of Central Florida, including regulations governing the faculty practice plan for the University of Central Florida College of Medicine.

Section 2. Fiscal Year. The fiscal year of the corporation will begin on July 1 and end on June 30 of the following year.

**ARTICLE VI.
NONDISCRIMINATION**

The corporation is committed to non-discrimination with respect to race, color, religion, age, disability, sex, marital status, national origin, veteran status or any other basis protected by law.

**ARTICLE VII.
AMENDMENTS**

These Bylaws may be made, altered, or rescinded by a two-thirds (2/3) vote of members of the Board of Directors present at any regular or special meeting at which a quorum is present. All amendments must be submitted to the University of Central Florida Board of Trustees.

ARTICLE VIII.
DISTRIBUTION OF NET RECEIPTS

The accumulation, expenditure, and distribution of all funds of the corporation will be exclusively for the support of the mission and objectives of the University of Central Florida College of Medicine and will be made only after approval by the Vice President for Health Affairs of the university or designee.

ARTICLE IX.
OPERATIONAL PROVISIONS

Section 1. Contracts. Contracts for the activities of this corporation will be signed in the name of the corporation by the Board Chair except as otherwise delegated.

Section 2. Financial Audits and Reports. The corporation will annually have a financial audit of its accounts and records conducted by an independent certified public accountant. The audit will be performed in accordance with the applicable rules adopted by the Auditor General and by the BOT, which will be forwarded to the BOT for review and to the Board of Governors and Auditor General.

Section 3. Compensation and Employment. The directors and officers of this corporation, except those otherwise employed by the corporation or UCF, will not receive any compensation from this corporation for their services as director or officer.

- A. Directors, officers, and employees of this corporation may be reimbursed from funds of the corporation for any travel expenses or other expenditures incurred by them in the proper performance of their duties, provided the reimbursements or expenditures comply with applicable laws, regulations and policies.
- B. Personnel employed by this corporation will not be considered employees of the State of Florida by virtue of employment by this corporation.
- C. The corporation will provide equal employment opportunities for all persons regardless of race, color, religion, sex, age, or national origin. Personal services provided to the organization must comply with Section 1012.976, Florida Statutes.

Section 4. Travel Expenses. The corporation will not use state funds for travel expenses.

Section 5. Indemnification. Pursuant to Sections 607.0850 and 617.0831, Florida Statutes, any person who was or is a party, or is threatened to be made a party, to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative (other than an action by, or in the right of, the corporation, by reason of the fact that he or she is or was a Director or Officer of the corporation) shall be indemnified against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit, or proceeding, including any appeal

thereof, but only if he or she acted in good faith and in a manner he or she reasonably believed to be in, or not opposed to, the best interest of the corporation, and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The corporation shall have the authority to purchase insurance for this purpose.

Authorization of Indemnification. Any indemnification hereunder shall be made by the corporation only upon a determination that indemnification of the Director or Officer is proper in a specific case because he or she has met the standard of conduct set forth in the previous paragraph of this Section 5. Such determination shall be made by the Board by a majority vote of a quorum consisting of Directors who were not parties to such action, suit or proceeding or, if such quorum is not obtainable, by a majority vote of a committee duly designated by the Board (in which Directors who are parties may participate) consisting solely of two (2) or more Directors not at the time parties to the action, suit or proceeding or by a committee comprised of individuals who were not parties to such action, suit or proceeding where such committee is selected by a majority vote of the full Board (in which Directors who are parties may participate).

Section 6. Ethics and Financial Disclosure. It is the duty of each Director and Officer to fully comply where applicable with the Government-in-the-Sunshine Law set forth in Section 286, et seq., Florida Statutes, the Public Records Law set forth in Section 119, et seq., Florida Statutes, and to the extent it applies, the Code of Ethics for Public Officers and Employees set forth in Chapter 112, Part III, Florida Statutes.

Section 7. Seal. The seal of this corporation will be in the form of a circle and will bear, among other things, the name of the corporation and year of its incorporation.

Section 8. Insurance. Central Florida Clinical Practice Organization, Inc. will keep in force a blanket surety bond, or directors and officers liability insurance, or other general liability insurance, the adequacy of which will be determined by the Board, or a Committee designated by the Board, to assure that each Officer and employee who is authorized to collect, hold, or disburse funds of Central Florida Clinical Practice Organization, Inc. will faithfully discharge their duties.

Section 9. Rules. These Bylaws govern the transaction of business for this Board of Directors. To the extent that the Bylaws do not cover specific procedures, the most recent version of *Robert's Rules of Order* will be applied.

ARTICLE X. **CONFLICT OF INTEREST**

All actual or potential conflicts of interest involving directors and officers of the corporation will be disclosed and addressed in accordance with the corporation's Conflict of Interest Policy.

I CERTIFY these ~~Sixth~~Seventh Amended & Restated Bylaws of the Central Florida Clinical Practice Organization, Inc. were approved and adopted by the corporation's Board of Directors on ~~October 17, 2022~~_____.

Jeanette C. Schreiber, JD, MSW
Secretary

Amendment History

Adopted by Board of Directors: 4/5/2010

Amended and Restated: 8/1/2011

Second Amended and Restated: 9/4/2012

Third Amended and Restated: 9/11/2014

Fourth Amended and Restated: 3/10/2015

Fifth Amended and Restated: 8/29/2019, 2/19/202; UCF Board of Trustees 2/20/2020

Sixth Amended and Restated: 10/17/2022; UCF Board of Trustees 11/17/2022

Seventh Amended and Restated:_____



Board of Trustees

Governance Committee

September 27, 2023

Agenda Item

DISC-1: Framework for Oversight of UCF Direct Support Organizations (DSOs) and Related Entities

Proposed Board Action

Review and provide feedback on the proposed framework for oversight of UCF's direct support organizations (DSOs) and related entity and the provided Operating Overview template.

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Status of Progress Toward DSO Recommendations

Attachment B: Project Outline

Attachment C: Operating Overview Template

Facilitators/Presenters

Lauren Ferguson, Assistant Vice President, Board Relations



Framework for Oversight of UCF Direct Support Organizations (DSOs) and Related Entities

EXECUTIVE SUMMARY

Objective

To enhance the Board of Trustees' oversight of the University of Central Florida's Direct Support Organizations (DSOs) and related entities through the establishment of a structured review framework. This framework will be established through the proposed Oversight of UCF Direct Support Organizations (DSOs) and Related Entities Project (Project).

Summary of Key Observations/Recommendations

- The Project focuses on enhancing the oversight process of the university's Direct Support Organizations (DSOs) and related entities by implementing a structured framework steered by the UCF BOT and university leadership and facilitated by the Board Office.
- Phase I (September 2023 - January 2024) includes the formulation of an Operating Overview (Overview) document by each DSO and related entity's staff, utilizing a template reviewed by the BOT.
- Phase II (January 25, 2024 - February 23, 2024) delineates a series of steps for Overview submission and review.
- In Phase III, an ongoing phase, each DSO and related entity will undergo a comprehensive assessment on a rotating five-year schedule. This approach is intended to foster a platform for direct engagement between Trustees and DSO and related entities' leadership, with an emphasis on spotlighting the positive impacts of each DSO and related entity, while ensuring oversight by the BOT.
- The Project desires to highlight the significant contributions of each DSO, aiming to harmonize their goals and objectives with the university's broader vision and Strategic Plan through the newly established Operating Overviews.

Additional Background

This agenda item will also provide an update on the progress toward direct support organization recommendations presented to the Board of Trustees via the Governance Committee in 2020. These recommendations covered both management and governance considerations.

To date, the majority of these recommendations have been fulfilled, with a small list of recommendations remaining and currently under review by staff for applicability and enactment. A summary of these recommendations and their status has been included as Attachment A.

Rationale

This initiative aims to accentuate the contributions of each DSO and related entity while ensuring their alignment with the university's objectives and Strategic Plan.

Implementation Plan

Operating Overviews will be developed and communicated to stakeholders between September 29, 2023, and February 23, 2024. Each DSO and related entity will undergo a comprehensive assessment on a rotating five-year schedule thereafter.

Resource Considerations

This item has no resource considerations beyond the BOT's existing oversight responsibilities for DSO and related entities' financials.

Conclusion

Staff recommends providing feedback on the proposed DSO and related entity oversight framework and Operating Overview template. This project aims to elevate UCF's DSOs and related entity's roles in support of the objectives and goals of the University of Central Florida.

DSO Recommendations Status		
Status	Governance Recommendations	Notes
Complete	Clarify the written delegation of authority from the BOT for applicability to DSOs	
Complete	The BOT Chair, UCF President and UCF General Counsel review delegation of authority the president for clear direction for DSOs	
N/A	DSOs report to a specific BOT committee for material operations review	Recommendation declined, DSO material submitted to committees per each committee's purview and responsibilities. Primarily GOVC, BUDC, and AUDC.
In Progress	Develop procedures for creating a DSO and 5-year review or sunset period of each DSO	Project outline presented to the BOT via the Governance Committee on September 27, 2023.
Complete	Develop a format to evaluate potential new DSO's to meet future UCF needs	Outlined in UCF regulation 4.034, Direct Support Organizations.
Complete	Change governing documents requiring DSOs to follow the UCF Foundation model with a VP as CEO and volunteer chair of the board of directors (or chair appointed by the UCF President) and include a faculty and student on each DSO board.	
In Progress	Provide DSO board meeting minutes to BOT via board portal.	In progress via the UCF DSO website, which will be linked within OnBoard for Trustee convenience.
Complete	Regular board training and training of new board members and staff including the topics of governance, Florida Sunshine Law, and Conflicts of Interest	

Status	Management Recommendations	Notes
In Progress	Develop plans with performance criteria	Templates presented to the BOT via the Governance Committee on September 27, 2023.
Complete	Utilization of DSO Management Checklist	
ON HOLD	Single Auditor for all DSOs	On hold per discussion with Trustees and leadership.
Complete	Align Staff with University Resources, such as IT	
Complete	Develop a MOU between each DSO and the University	Leadership accomplished the intent of this recommendation via language in governing and associated documents
Complete	Assigned legal counsel	
Complete	President or VP assigned to each DSO	
Complete	Trustee assigned to each DSO	
Complete	Alignment with UCF Mission	
Complete	Included in UCF Financial Statements	
Complete	Transparent Financial Reporting	



Project Outline: Framework for Oversight of UCF Direct Support Organizations (DSOs) and Related Entities

Project Summary

This proposed Oversight of UCF Direct Support Organizations (DSOs) and Related Entities Project (Project) aims to refine the process of monitoring the university's Direct Support Organizations (DSOs) and related entities by establishing a systematic framework for oversight by the UCF Board of Trustees (BOT) and university leadership. This includes the creation of an Operating Overview (Overview) and a structured timeline for ongoing reviews.

Phase I: Creation of Operating Overviews

Timeline: September 2023 – January 24, 2024

- September 28, 2023: Overview templates reviewed by the UCF Board of Trustees
- September 29, 2023- January 24, 2024: DSO and related entity staff collaborate with their respective board of directors on Overview development utilizing the BOT-approved template.

Phase II: Plan Approval & Stakeholder Communication

Timeline: January 25, 2024 – February 23, 2024

- January 25, 2024 – January 31, 2024: Submitted Overviews reviewed by the Board Office and university leadership. Any inquiries regarding the submitted Overviews are provided back to DSO and related entity liaisons and CEOs.
- February 1, 2024 – February 5, 2024: DSO and related entity liaisons and CEOs respond to any inquiries from the Board Office and university leadership.
- February 06, 2024: Submitted Overviews provided electronically to the BOT's Governance Committee for advance review.
- February 22, 2024: Submitted Overviews included in the BOT's Governance Committee agenda packet as a discussion item.
- February 23, 2024: Submitted Overviews included in the BOT's agenda packet as an information item.

Phase III: Ongoing Oversight

Timeline: Ongoing

- Each Direct Support Organization (DSO) and related entity will undergo a comprehensive assessment on a rotating five-year schedule. During this assessment, the CEO and Chair of the DSO or related entity will provide an update on the organization's goals, key performance indicators (KPIs), and objectives as outlined in their Overview. This occasion serves as a forum for Trustees to engage directly with DSO leadership. Additionally, DSO leaders will have the opportunity to present their achievements and areas of opportunity to the Governance Committee. This process aims to highlight the valuable contributions of each DSO, while also facilitating essential oversight by the Board of Trustees (BOT).

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Executive Summary

[Provide a summary that encapsulates the purpose, objectives, financial outlook, and alignment of the DSO with UCF's overarching goals. This section should be a condensed version of the entire document.]

Purpose and Positioning

[Describe the primary goals and mission of the DSO. Explain what sets the DSO apart from other organizations and why it is well-positioned to accomplish its mission.]

- Mission and Overarching Goals
- Unique Positioning
- Specific Strengths

Alignment with UCF Objectives and Strategic Plan

[In this section, you will delineate how the Direct Support Organization's (DSO) goals, activities, and projects are aligned with the university's overarching strategic plan. The aim is to establish a clear link between the DSO's mission and UCF's broader objectives. This will show stakeholders the synergies between the DSO and the university, reinforcing the importance of the organization within the larger UCF framework.]

Compliance and Regulations

[In this section, the emphasis is on delineating the Direct Support Organization's (DSO) conscientious adherence to Federal and State Statutes and Regulations, regulations from the Board of Governors (BOG), and University-specific policies. The objective is to underline the DSO's commitment to operate within these legal and regulatory frameworks, a critical aspect that not only impacts the DSO's credibility but also its capacity to support the university effectively.]

- Federal and State Statutes and Regulations
- Regulations from the Board of Governors (BOG)
- University-Specific Policies
- Compliance Monitoring

Five-Year Goals and KPIs

[This section is designed to clarify your Direct Support Organization's (DSO) long-term goals for the next 5 years and specify the Key Performance Indicators (KPIs) that will be used to gauge progress. It's essential to have a long-range plan that aligns with both the DSO's mission and the University of Central Florida's strategic objectives. By laying out these goals and KPIs, you're creating a roadmap for the DSO's future and a mechanism for ongoing evaluation.]

Monitoring and Evaluation

[Describe the processes for monitoring performance, including metrics, reporting, and timelines.]

Financial Health

[Provide details regarding the Direct Support Organization's financial strategy. This includes breaking down the avenues for revenue generation, planning for expenditures, setting up an investment strategy, and ensuring the organization's long-term financial sustainability. The goal is to provide a comprehensive picture of how the DSO will maintain a healthy financial position while effectively serving its mission and aligning with the university's objectives.]

- Revenue Model
- Expenditure Planning
- Investment Strategy (if applicable)
- Long-term Financial Sustainability

Risk Management

[Discuss potential risks and contingencies, including financial risks, operational challenges, and external threats.]

- Financial Risks
- Operational Challenges
- External Threats

Appendices

[Include any additional materials, like budgets, project timelines, or other supplementary information that supports the Operating Overview.]



Board of Trustees

Governance Committee

September 27, 2023

Agenda Item

INFO-1: FY2024 Work Plan and Charter Review

Proposed Committee Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: FY24 Governance Committee Work Plan

Attachment B: Governance Committee Charter

Facilitators/Presenters

Michael Okaty, Chair, Governance Committee

Youndy Cook, Vice President and General Counsel



INFO-1: Work Plan and Charter Review

EXECUTIVE SUMMARY

Objective

The Governance Committee work plan and charter are intended to provide Committee members the opportunity to review and offer further input on the Committee's work plan for FY2024 (July 1, 2023 - June 30, 2024).

Summary of Key Observations/Recommendations

The work plan (Attachment A) outlines the anticipated reports, actions, strategic discussions, and informational items planned to come before the committee this fiscal year.

The Committee's charter (Attachment B) is included for reference to the Committee's Purpose and Authority, Roles and Responsibilities. This also serves as the Committee's annual review of its charter and the opportunity to discuss any necessary charter amendments that would come for action in the next meeting cycle.

Additional Background

Committee staff have prepared and discussed work plans with their Chair that include strategic routine business, strategic discussions, and information items to come before each committee in FY2024. The Board Office has coordinated with staff leadership to ensure work plans for each committee align with the full board meeting themes in FY2024.

Rationale

These items are presented annually to the Committee for review and feedback.

Implementation Plan

The Committee work plan will be a road map for the work of the Governance Committee for the duration of FY2024.

Resource Considerations

N/A

Conclusion

Review and provide further input on the Committee's work plan for FY2024 and any needed charter amendments.

UCF Board of Trustees 2023-2024 Committee Workplan

GOVERNANCE**Wednesday, September 27, 2023 (Regularly Scheduled, Board Cycle 1)**

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
GOVC-1	Board Policies-Financial (Carryforward, Capital Project Funding)	Hector	Recommend approval of proposed amendments of the University Operating, Carryforward and Capital Outlay Budgets and Capital Projects Funding Certification Board Policies to the Board of Trustees	Only if board policies have been reviewed in time for this meeting.	(a) Board of Trustees Policy for University Operating, Carryforward, and Capital Outlay Budgets, (b) Board of Trustees Policy Capital Projects Funding Certification
GOVC-2	Amendments to Presidential Compensation Policy	Cook	Recommend approval of the proposed amendments to the Presidential Compensation Policy to the Board of Trustees	https://bot.ucf.edu/wp-content/uploads/sites/5/2021/11/BOT-Policy-Presidential-Compensation-Policy-FINAL-9_23_21.pdf	(a) Amended Presidential Compensation Policy (redline)
GOVC-3	Amendments to University Regulations (as needed)	Cook	Recommend approval of the proposed amendments to University Regulation UCF-X.XXX to the Board of Trustees	Not sure which regulations will be updated yet.	(a) University Regulation UCF-X.XXX (redline)

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC- 1					
DISC- 2					
DISC- 3					

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1	FY2024 Work Plan and Review of Committee Charter	Okaty	This item is provided to inform the committee of the Committee's work plan for FY23 and provide for the annual review of the Committee's charter.	Last charter review was October 19, 2022	(a) FY23 Governance Work Plan, (b) Governance Charter
INFO-2					
INFO-3					

UCF Board of Trustees 2023-2024 Committee Workplan

GOVERNANCE

Wednesday, November 15, 2023 (Regularly Scheduled, Board Cycle 2)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
GOVC-1	FY2023 Presidential Assessment and Compensation Review	Binder	Recommend approval of the Presidential Assessment and Compensation Review and outlined compensation recommendations		(a) Presidential Assessment and Compensation Review Executive Summary
GOVC-2	Amendments to University Regulations (as needed)	Cook	Recommend approval of the proposed amendments to University Regulation UCF-X.XXX to the Board of Trustees		(a) University Regulation UCF-X.XXX (redline)
GOVC-3	[Tentative] Amendments to the Collective Bargaining Agreement 2021-2024 Between the University of Central Florida Board of Trustees and the Central Florida Police Benevolent Association (PBA)	Binder	Recommend ratification of the amended articles of the UCF BOT-PBA Collective Bargaining Agreement for 2021-2024 to the Board of Trustees.	Last amended January 12, 2023	(a) Collective Bargaining Agreement 2021-2024 Between the University of Central Florida Board of Trustees and the Police Benevolent Association (PBA) (red-line)

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC- 1					
DISC- 2					
DISC-3					

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1	President's FY2023 Goals	Martins	Consider adopting the goal's outlined in the 2022-2027 Strategic Plan as the President's Annual Goals for 23-24 and adopt annual targets for key measures outlined in the approved plan.		(a) 2023-2024 University Goals for Presidential Assessment
INFO-2					
INFO-3					

UCF Board of Trustees 2023-2024 Committee Workplan

GOVERNANCE

Thursday, February 22, 2024 (Regularly Scheduled, Board Cycle 3)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
GOVC-1	Amendments to University Regulations (as needed)	Cook	Recommend approval of the proposed amendments to University Regulation UCF-X.XXX to the Board of Trustees		(a) University Regulation UCF-X.XXX (redline)
GOVC-2					
GOVC-3					

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC-1					
DISC-2					
DISC-3					

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1					
INFO-2					
INFO-3					

UCF Board of Trustees 2023-2024 Committee Workplan

GOVERNANCE

Thursday, June 13, 2024 (Regularly Scheduled, Board Cycle 4)

ACTION ITEMS					
LABEL	ITEM NAME	PRESENTER	REQUESTED ACTION (Motion)	ADDITIONAL NOTES	PLANNED ATTACHMENTS
GOVC-1	Amendments to Chapter 5 University Regulations	Cook	Recommend approval of the proposed amendments to Chapter 5 Regulations to the Board of Trustees		
GOVC-2	Amendments to Chapter 6 University Regulations	Cook	Recommend approval of the proposed amendments to Chapter 6 Regulations to the Board of Trustees		
GOVC-3	Amendments to University Regulations (as needed)	Cook	Recommend approval of the proposed amendments to University Regulation UCF-X.XXX to the Board of Trustees		(a) University Regulation UCF-X.XXX (redline)
GOVC-4	DSO Board Appointments (as needed)	Ferguson	Recommend approval of the DSO appointments and elections as presented to the Board of Trustees		

DISCUSSION ITEMS					
LABEL	ITEM NAME	PRESENTER	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
DISC- 1					
DISC-2					
DISC-3					
DISC-4					

INFORMATION ITEMS					
LABEL	ITEM NAME	AUTHOR	OBJECTIVE	ADDITIONAL NOTES	PLANNED ATTACHMENTS
INFO-1					
INFO-2					
INFO-3					
INFO-4					



GOVERNANCE COMMITTEE

PURPOSE

The Governance Committee ("Committee") is a standing committee of the University of Central Florida Board of Trustees ("Board"). The purpose of the committee is to provide oversight of the corporate governance, administrative operations, and delegations of the Board and University Related Entities.

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

- Provide oversight and strategic direction for the governance activities of the University and its Related Entities including governing documents, regulations, and associated policies.
- Ensure the Board's governance aligns with best practice standards for a governing Board in public higher education.
- Provide oversight and strategic direction to the Board's new member orientation program and make recommendations for Board member training and development.
- Lead a biannual, comprehensive Board self-assessment process.
- Perform other duties as assigned by the Board or the Board Chair.

ROLES AND RESPONSIBILITIES

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

- Amendments to the Board's governing documents and policies, including, but not limited to Board Bylaws, the Board's conflict of interest statement and disclosure form, and the delegation of authority to the President.
- Amendments to the governing documents and policies of University Related Entities and appointments of Board Members to University Related Entities.
- The annual evaluation of the president's performance and compensation including review and approval of short- and long-term goals.
- Recommendations for chair and vice chair of the Board.
- Amendments to University regulations.
- The awarding of Honorary Doctorate degrees recommended by University leadership.
- The designation of Trustee Emeritus status to former Trustees.
- Additional items within the committee's scope and authority that require approval.

REPORTING RESPONSIBILITIES

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

MEMBERSHIP

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

MEETINGS AND MINUTES

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

STAFF

- The vice president and general counsel will serve as the primary liaison to the committee and delegate administrative responsibilities as necessary.
- The president or vice president and general counsel may call upon additional staff to provide presentations, information, or recommendations in the scope of the committee's charter.

CHARTER REVIEW

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



Board of Trustees

COMMITTEE CHARTER

ADOPTION

I HEREBY CERTIFY that the University of Central Florida Board of Trustees adopted this charter at its regularly scheduled meeting on June 17, 2021.

A handwritten signature in blue ink, appearing to read "M. Anderson", written over a horizontal line.

JULY 1, 2021

Associate Corporate Secretary
University of Central Florida Board of Trustees

Date



Board of Trustees

Governance Committee

September 27, 2023

Agenda Item

INFO-2: Presidential Assessment Timeline

Proposed Committee Action

N/A

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Presidential Assessment Overview

Facilitators/Presenters

Alex Martins, *Chair, Board of Trustees*



INFO-2: Presidential Assessment Timeline

EXECUTIVE SUMMARY

Objective

Per Board of Governors Regulation 1.001, the Board of Trustees must conduct an annual evaluation of the president. The Governance Committee is responsible for the annual evaluation of the president's performance, in addition to reviewing the President's compensation and reviewing and approving the President's short- and long-term goals.

Summary of Key Observations/Recommendations

- The last presidential assessment was conducted in November 2022 via structured interviews with Trustees utilizing an assessment covering twelve leadership competencies.
- The twelve leadership competencies assessed were: personal characteristics; strong academic leader/faculty focus; student focus; proven record of diversity and inclusion; partnerships and external relations; administrative leadership, judgment, and decision making; fundraising and diversification of resources; athletic knowledge; knowledge of metropolitan universities; relationship with governance; financial acumen; and overall performance.
- Additionally, the Trustees rated the President on his seven FY2021-2022 Goals, which the Board approved on June 17, 2021.
- The FY2023-2024 presidential assessment process will commence on October 6, 2023, and conclude with a formal report to the Governance Committee on November 15, 2023, followed by final review and consideration by the Board of Trustees on November 16, 2023.

Additional Background

President Alexander Cartwright was selected as UCF's sixth president by the UCF Board of Trustees on March 20, 2020, following a nationwide search. He was confirmed by the Florida Board of Governors the following week.

Rationale

As the highest-ranking university official, the university president is a critical position with direct reporting responsibilities to the UCF Board of Trustees. A thorough assessment of the president's leadership annually, in addition to being mandated by BOG regulation, ensures regular review regarding whether the president is performing in alignment with the strategic objectives of the university and maintaining appropriate operational leadership.

Implementation Plan

Implementation will begin on October 6, 2023, and concludes on November 16, 2023, with Board of Trustees review and consideration for approval.

Resource Considerations

In June 2021, the Board approved a plan for evaluating the president's performance. The plan included an incentive plan to be utilized in determining the president's award of an annual incentive as provided by the president's employment agreement which provides for an annual incentive award of not more than 50 percent of the president's base salary (or up to \$300,000).

Conclusion

Staff recommends Trustees review the provided presidential assessment timeline in preparation for the forthcoming presidential assessment process.



Presidential Assessment

I. Overview and Timeline

October

October 6: President Submits Self-Assessment to Trustees

The President will submit a written management review statement and annual self-assessment to trustees for their review and consideration. The document will include a summary of the progress, outcomes, and metrics associated with fiscal year goals approved by the Board of Trustees. A copy of UCF's State University System's Annual Accountability Plan will also be included with the management review statement and annual self-assessment for review by the trustees prior to evaluation.

October 11 – 25: Individual Trustee Feedback Collected

UCF's General Counsel will schedule individual interviews with each trustee to collect a verbal assessment of the president following the approved ***Presidential Assessment Criteria***. The assessment includes two parts:

1. Assessment of the President's Leadership Competencies
2. Assessment of the President's progress and accomplishments related to the incentive plan goals previously approved by the Board of Trustees.

October 26 – 31: Chair of Board of Trustees seeks feedback from Board of Governors

The Chair of the Board of Trustees contacts the Chair of the Board of Governors for input into the evaluation and provides input to UCF's General Counsel.

October 26 – 31: Results reviewed with Chair of the Board of Trustees

The General Counsel will review the results of the assessment with the Chair of the Board of Trustees. Following this review, the General Counsel will prepare a summary of the evaluation.

November

Before November 9: Chair of the Board of Trustees makes compensation recommendation.

The Chair of the Board of Trustees will determine any compensation recommendations including the preliminary incentive award for each incentive award category. This evaluation will be based on the feedback received during the evaluation period. The Chair's recommendation will be presented to the Governance Committee during their November meeting.

Before November 9: President submits proposed goals and metrics for FY24

The president will work with the Chair of the Board of Trustees to develop and submit to the Governance Committee proposed goals for the upcoming year and proposed metrics for the incentive plan.

November 15: Governance Committee Review

The Governance Committee will review the following for approval:

- Presidential Self-Assessment Report
- Presidential Evaluation Summary Report
- Proposed Incentive Award Payout
- Compensation Recommendations
- Proposed Presidential Fiscal Year Goals
- Proposed Incentive Plan Metrics

November 16: Board Review and Approval

The Board of Trustees will review the recommendations from the Governance Committee for approval during the October Meeting.

**Presidential Assessment and Incentive Plan:
II. Assessment**

Part 1: Assessment of Leadership Competencies

Assessment Criteria	Rating & Comments
<p>1. Personal Characteristics</p> <ul style="list-style-type: none"> • A high level of integrity. • Resilient, able to learn from failures and move constantly forward. • Tolerant of risk and encourages creativity and innovation 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>2. Strong Academic Leader / Faculty Focus</p> <ul style="list-style-type: none"> • An understanding, respect, and concern for the roles and responsibilities of the faculty. • Effective facilitator in cultures where governance is shared and buy-in is critical. • A strong personal and professional academic background. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>3. Student Focus</p> <ul style="list-style-type: none"> • A sense of commitment to undergraduate education, as well as dedication to and understanding of graduate and professional education and research. • A respect and concern for students. • A commitment to student success in all areas of the collegiate experience. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>4. Proven Record of Diversity and Inclusion</p> <ul style="list-style-type: none"> • Commitment to inclusion and diversity. • Desire and ability to include access and inclusion. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>

<p>5. Partnerships and External Relations</p> <ul style="list-style-type: none"> • A demonstrated record of partnership and spirit of entrepreneurship. • The ability to work with a variety of government agencies. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>6. Administrative Leadership, Judgement, and Decision Making</p> <ul style="list-style-type: none"> • Anticipatory thinker. • A demonstrated record of building, nurturing, and working with a high-caliber leadership team. • A willingness to make strategic choices, timely decisions, and responsive actions. • Courageous decision maker who embraces the responsibility to make tough calls. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>7. Fundraising and Diversification of Resources</p> <ul style="list-style-type: none"> • The ability to acquire resources from a variety of sources, including fundraising. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>8. Athletics Knowledge</p> <ul style="list-style-type: none"> • Appreciation for the significant role of intercollegiate athletics in the life of the university. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>9. Knowledge of Metropolitan Universities</p> <ul style="list-style-type: none"> • A keen understanding of the unique mission and the ability to lead a multistate metropolitan research university. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>

<p>10. Visionary Leader</p> <ul style="list-style-type: none"> Engages university community in a well-defined path to excellence based on its unique strengths and character and a commitment to academic, operational and inclusive excellence in areas that matter most to the future and are critical to its mission. 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations
<p>11. Relationship with Governance</p> <ul style="list-style-type: none"> Ability to work effectively with the board of trustees and other governmental agencies, including the Florida Board of Governors (BOG). 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations
<p>12. Financial Acumen</p> <ul style="list-style-type: none"> Drives investment in academic excellence to drive greater student success and research outcomes while meeting BOG performance based funding objectives and progressing toward Preeminent status in the Florida State University System. 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations
<p>13. Overall Assessment</p> <ul style="list-style-type: none"> Consideration of the president’s overall performance over the last year. 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations

Leadership Competency Performance Ratings

Determined relative to approved Leadership Competencies

Exceeds Expectations: Exceeds expectations for competency on a consistent basis. Achievement and abilities are clearly recognized and supported by leadership, faculty, staff, and students.

Meets Expectations: Fulfills expectations for competency on a consistent basis and may at times exceed expectations. Level of performance is effectively and consistently maintained.

Does Not Meet Expectations: Fails to consistently fulfill expectations for competency.

Part 2: Assessment of FY 23 Goals

<p>1: Student Success and Well-Being</p> <ul style="list-style-type: none"> a. Accelerate undergraduate progression and graduation; reduce interferences that cause hardship or delay. b. Enrich the student learning experience for the development of career and cultural competencies. c. Provide financially accessible educational experiences. 	<ul style="list-style-type: none"> <input type="checkbox"/> Superior <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Less than Satisfactory <input type="checkbox"/> Unsatisfactory
<p>2: Discovery and Exploration</p> <ul style="list-style-type: none"> a. Increase focus on research by supporting basic, applied, clinical, and translational research activities. b. Extend the impact, application, and commercialization of knowledge. c. Recruit and retain highly qualified, post-doctoral appointees, and doctoral students to increase academic outcomes and support our research activity. 	<ul style="list-style-type: none"> <input type="checkbox"/> Superior <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Less than Satisfactory <input type="checkbox"/> Unsatisfactory
<p>3: Community and Culture</p> <ul style="list-style-type: none"> a. Become an employer of choice by recruiting, retaining, and developing the best talent and strengthen our culture of inclusion, collaboration, and engagement. b. Establish lifelong connections with our community through athletic and alumni engagement activities. c. Establish comprehensive partnerships that integrate education, research, the arts, service, workforce development, and philanthropic engagement. 	<ul style="list-style-type: none"> <input type="checkbox"/> Superior <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Less than Satisfactory <input type="checkbox"/> Unsatisfactory
<p>4: Innovation and Sustainability</p> <ul style="list-style-type: none"> a. Diversify the university’s revenue and resource base to reduce financial vulnerability and provide flexible funds for strategic investment. b. Institutionalize campus sustainability with a focus on service excellence. c. Enhance UCF’s brand and national reputation. 	<ul style="list-style-type: none"> <input type="checkbox"/> Superior <input type="checkbox"/> Very Good <input type="checkbox"/> Satisfactory <input type="checkbox"/> Less than Satisfactory <input type="checkbox"/> Unsatisfactory

Executive Performance Ratings

Determined relative to approved performance goals

Superior: Exceeds performance expectations on a consistent and uniform basis in areas of responsibility. In addition, makes a unique or significant contribution well beyond performance expectations through remarkable achievement and pacesetter performance. Achievement and abilities are recognized and supported by leadership, faculty, staff, and students.

Very Good: Achieves performance expectations and at times exceeds them.

Satisfactory: Fulfills performance expectations. Level of performance is effectively and consistently maintained. Consistently ensures that the organization is following its mission, vision and strategic plan.

Less than Satisfactory: Fails to consistently fulfill performance expectations possibly because of some mitigating circumstances that may or may not have been within the leader’s control. Improvement(s) may be required in order to fully achieve expectations on a continuous basis.

Unsatisfactory: Fails to fulfill most of the performance expectations. Regularly fails to meet or exceed required outcomes. Immediate improvements are required by the next performance evaluation.



Final Comments. Please provide us with any additional input you feel would be helpful in updating the presidential evaluation.