



February 22, 2024 Governance Committee

Board of Trustees

Rosen College of Hospitality Management - Disney Dining Room, Room 124
Feb 22, 2024 1:15 PM - 2:15 PM EST

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February 22, 2024 Governance Committee

Board of Trustees

Feb 22, 2024 at 1:15 PM EST to Feb 22, 2024 at 2:15 PM EST

Rosen College of Hospitality Management - Disney Dining Room, Room 124

Virtual Link: <https://youtube.com/live/Zzquwtig2IE?feature=share>

Agenda

I. Opening Actions

A. Call to Order and Welcome

Presenter: Caryl McAlpin, Vice Chair, Governance Committee

B. Roll Call

Presenter: Tanya Perry

1:15 PM

II. Minutes of the November 16, 2023, meeting

Presenter: Caryl McAlpin

1:16 PM

III. Action

A. GOVC-1: Memorandum of Understanding to Supplement the 2022-2024 BOT-UFF Collective Bargaining Agreement

1:17 PM

Presenter: Charles Reilly, Associate Provost for Contract Compliance and Administrator Support

B. GOVC-2: Review and Endorse Board of Governors Statement of Free Expression

1:27 PM

Presenter: Youndy Cook, Vice President and General Counsel

C. GOVC-3: Board of Trustees Policy Conflict of Interest Statement and Disclosure Form

1:35 PM

Presenter: Youndy Cook

D. GOVC-4: Repeal of University Regulation UCF-2.006 Acceleration Mechanisms

1:45 PM

Presenter: Youndy Cook

E. GOVC-5: Amendments to University Regulation UCF-2.010 Awarding of Degrees

1:48 PM

Presenter: Youndy Cook

F. GOVC-6: Amendments to University Regulation UCF-2.029 Patents, Trademarks, and Trade Secrets

1:50 PM

Presenter: Sandra Sovinski, Deputy General Counsel for Research

G. GOVC-7: Amendments to University Regulation UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty

1:55 PM

Presenter: Youndy Cook

IV. Discussion

2:00 PM

A. DISC-1: DSO Operating Overviews

Presenters: Lauren Ferguson, Rhonda Bishop

V. Information

A. INFO - 1: Leadership Criteria

Presenter: Caryl McAlpin

VI. New Business

Presenter: Caryl McAlpin

VII. Adjournment

Presenter: Caryl McAlpin



UNIVERSITY OF CENTRAL FLORIDA

**Board of Trustees
Governance Committee Meeting
November 16, 2023
Live Oak Center/Virtual**

MINUTES

CALL TO ORDER

Trustee Michael Okaty, Chair of the Governance Committee, called the meeting to order at 10:45 a.m. Committee members Bill Christy, Brandon Greenaway, Caryl McAlpin, and John Miklos were in attendance. The following board members were also in attendance: Chair Alex Martins (ex officio), Tiffany Altizer, Rick Cardenas, Stephen King, Harold Mills, and Joe Conte (virtual).

MINUTES

Trustee Christy made a motion to approve the minutes from September 27, 2023, Governance Committee meetings and Trustee McAlpin seconded. The committee unanimously approved the minutes as submitted.

ACTION

At Chair Okaty's request, Youndy Cook, Vice President and General Counsel, confirmed there were no disclosures of conflict of interest from the Trustees.

Amendments to the Collective Bargaining Agreement 2021-2024 Between the University of Central Florida Board of Trustees (UCF) and the Central Florida Police Benevolent Association (PBA) (GOVC-1)

Maureen Binder, Associate Vice President and Chief Human Resources Officer, presented the proposed amendments to the Collective Bargaining Agreement 2021-2024 between UCF and PBA. During this reopener year, four articles were opened for negotiation: Article 13 Workday, Work Period, and Overtime, Article 20 Probationary Periods and Promotions, Article 25 Leave and Holidays, Article 29 Wages. All other articles remain status quo. The PBA unanimously approved the proposed amendments.

Trustee Christy moved to recommend approval of GOVC-1 and Trustee Greenaway seconded. The motion was approved unanimously.

FY2023 Presidential Assessment and Compensation Review (GOVC-2)

Alex Martins, Chair of the University of Central Florida Board of Trustees, presented the FY2023 Presidential Assessment and Compensation Review. An evaluation of the president's performance, goals, and compensation is required by the Board of Trustees annually per the UCF Board of Trustees Policy on Presidential Performance and Compensation Review. Each trustee was consulted during the review, as well as the Chair of the Board of Governors Brian Lamb. The Presidential

Assessment and Compensation Review Executive Summary outlines the findings from the review as well as the proposed compensation recommendations.

Trustee McAlpin made three motions: to recommend approval of GOVC-2, to delegate all necessary authority to the Chair of the Board to negotiate amendments to the President’s employment agreement this fiscal year, and to include in those changes an increase to the President’s previously-approved retention bonus. Trustee Miklos provided the second on each motion. The motions carried.

INFORMATION ITEMS

One information item was included in the committee’s meeting materials: President’s FY2024 Goals (INFO-1).

ADJOURNMENT

The meeting adjourned at 11:06 a.m.

Reviewed by:

Michael Okaty
Chair, Governance Committee

Date

Respectfully submitted:

Michael A. Kilbride
Associate Corporate Secretary

Date



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-1: Memorandum of Understanding to Supplement the 2022-2024 BOT-UFF Collective Bargaining Agreement

Proposed Committee Action

The Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the proposed Memorandum of Understanding to Supplement the 2022-2024 BOT-UFF Collective Bargaining Agreement.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001; Resolution on Presidential Authority, Section 3(e)

Supporting Documentation Included

Attachment A: Memorandum of Understanding to between the University of Central Florida Board of Trustees and the UCF Chapter of the United Faculty of Florida (UFF)

Facilitators/Presenters

Charles H. Reilly, Associate Provost for Contract Compliance and Administrator Support



GOVC-1: Memorandum of Understanding to Supplement the 2022-2024 BOT-UFF Collective Bargaining Agreement

EXECUTIVE SUMMARY

Objective

Consider approving the Memorandum of Understanding to Supplement the 2022-2024 BOT-UFF Collective Bargaining Agreement.

Summary of Key Observations/Recommendations

Beginning with the university's next contract renewal with Microsoft, the university would be charged for storage based on its the number of licenses for the knights.ucf.edu domain. As of September 2023, there were nearly 300,000 accounts on the knights.ucf.edu domain that would each require a license. At the same time, it was determined that over 82% of those accounts had had not been accessed for at least one year. The MOU was necessary as UCF intends to decommission all university sponsored email addresses on the knights.ucf.edu domain by June 30, 2024. However, one of the current CBA benefits for retirees is a University sponsored email address on the knights.ucf.edu domain. Full book negotiations for the 2024-2027 BOT-UFF Collective Bargaining Agreement (CBA) are underway but may not conclude before the next contract renewal with Microsoft. This MOU sets forth the agreement between the university and union regarding these sponsored email accounts for retired faculty.

Additional Background

On March 17, 2022, the UCF Board of Trustees entered into a three-year collective bargaining agreement with UFF, 2021-2024 BOT-UFF CBA, that expires on August 31, 2024. On February 24, 2023, the UCF Board of Trustees ratified two reopened articles for the 2022-2024 BOT-UFF Collective Bargaining Agreement (CBA). On November 29, 2023, a Memorandum of Understanding (MOU) was signed between both parties to supplement Article 24 of the 2022-2024 BOT-UFF CBA.

Florida Board of Governors Regulation 1.001(5)(b) provides that each board of trustees shall act as the sole public employer with regard to all public employees of its university for the purposes of collective bargaining and shall serve as the legislative body for the resolution of impasses with regard to collective bargaining matters.

Under the Board of Trustees' Resolution on Presidential Authority, the Board delegates the administration of collective bargaining agreements and matters to the President, who assigns a collective bargaining team to negotiate agreements. The Associate Provost for Contract Compliance and Administrator Support serves as the chief negotiator on behalf of the university. The collective bargaining team for this union also includes the director in Contract Compliance and Administrator Support, an associate general counsel, and an associate dean.

Rationale

The MOU provides retired faculty a university sponsored email address in accordance with the CBA for as long as the retiree accesses that email account at least once per year.

Implementation Plan

In anticipation of approval of this MOU, the university has a tentative communication plan and migration schedule that would be executed March through May. The knights.ucf.edu domain would then be decommissioned by the end of June 2024. Faculty who are soon to retire may request to use their current employee email address as their university sponsored email upon retirement.

Resource Considerations

The decommissioning of the knights.ucf.edu domain will save future costs of approximately \$30 million per year when Microsoft begins charging for storage by license.

Conclusion

The collective bargaining team appointed by the president to represent the University of Central Florida Board of Trustees recommends approval of the Memorandum of Understanding to Supplement the 2022-2024 BOT-UFF Collective Bargaining Agreement.

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding ("MOU") is entered into by and between the University of Central Florida Board of Trustees ("UCF") and the UCF Chapter of the United Faculty of Florida ("UFF") for the purpose of supplementing Article 24 of the 2022-2024 BOT-UFF Collective Bargaining Agreement ("CBA") until a new CBA for 2024-2027 is ratified.

WHEREAS UFF is the certified bargaining agent for a unit of employees of the University of Central Florida;

WHEREAS the parties will open full-book negotiations for the 2024-2027 CBA by November 2023 and will conclude those negotiations at an unknown time;

WHEREAS UCF intends to decommission all university sponsored email addresses on the knights.ucf.edu domain by the end of UCF's 2023-2024 fiscal year (i.e., by June 30, 2024);

WHEREAS Article/Section 24.4 (a) of the current CBA lists benefits for retirees (i.e., for in-UFF employees who are about to transition to retired status or former in-UFF employees who are retired from UCF) that includes a University sponsored email address (name@knights.ucf.edu);

WHEREAS UCF and UFF hereby agree to supplement Article 24 of the current CBA with the following terms until negotiations on a new full-book 2024-2027 CBA are completed and a new CBA is ratified.

The parties hereby agree that from the date this MOU is fully executed until a new full-book CBA is ratified that:

- Upon request by a retiring employee, the university shall provide a University sponsored email address.
- As of the date of this MOU's signing, the University sponsored email address requested by a retiring employee shall be their most recent employee email address (i.e., name@ucf.edu).
- Post employment, the University may decommission a University sponsored email address automatically if that address has not been accessed for one year or longer.
- Post employment, a retiree in good standing whose University sponsored email address was decommissioned may request that such an email address be commissioned.
- Any retiree (from a position represented by UFF) who is in good standing, no longer has a University employee email address (i.e., name@ucf.edu), and was provided a Knights email address as a replacement upon retirement, may request to be provided an employee email address (i.e., name@ucf.edu).
- Any person using a University sponsored email address shall abide by all laws and University policies and regulations regarding email and use of University information technology resources or their University sponsored email address may be decommissioned.

Signed this 29th day of November, 2023.

creilly

Digitally signed by creilly
Date: 2023.11.29
16:00:31 -05'00'

UCF Representative

**Talat
Rahman**

Digitally signed by Talat
Rahman
Date: 2023.12.01
17:41:25 -05'00'

UFF Representative



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-2: Review and Endorse Board of Governors Statement of Free Expression

Proposed Committee Action

The Committee is asked to recommend to the Board of Trustees, on its consent agenda, to endorse the Florida Board of Governors' Statement of Free Expression and commit to the principles of civil discourse.

Authority for Board of Trustees Action

- Board of Governors Regulation 1.001
- Board of Governors Civil Discourse Final Report

Supporting Documentation Included

Attachment A: Board of Governors Statement of Free Expression

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



GOVC-2: Review and Endorse Board of Governors Statement of Free Expression

EXECUTIVE SUMMARY

Objective

Review and Endorse the Board of Governors Statement of Free Expression.

Summary of Key Observations/Recommendations

The Board of Governors recommends that each university board of trustees annually review and endorse the Board of Governors Statement of Free Expression and commit to the principles of civil discourse.

Additional Background

To promote civil discourse in the State University System, the Board of Governors and the presidents of Florida's twelve public universities adopted a "Statement of Free Expression" in 2019. The Board's statement aligns with the well-established "Chicago Principles" that originated at the University of Chicago in 2014, articulating an overarching commitment to free, robust, and uninhibited debate. The Board's Statement of Free Expression was endorsed by the twelve state universities as a vehicle to establish, maintain, and support a full and open discourse and the robust exchange of ideas and perspectives on all university campuses. The statement reinforces that a critical purpose of a higher education institution is "to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated."

The Board of Governors subsequently established a Civil Discourse Initiative, which was led by Governor Tim Cerio. Governor Cerio reported to the Board of Governors at the January 2022 meeting, at which time the Board of Governors approved the Civil Discourse Initiative Final Report and Recommendations. Recommendation 3 states: "The Board of Governors recommends that the leadership of each university board of trustees, faculty senate, and student government annually review and endorse the Board of Governors 's Statement of Free Expression and commit to the principles of civil discourse."

For this year's implementation of Recommendation 3, the Board is requested to review and endorse the Board of Governors' Statement of Free Expression, reaffirming the UCF Board's dedication to civil discourse principles.

Rationale

The endorsement of the Board of Governors' Statement of Free Expression and an affirmation of the UCF Board of Trustees' commitment to the principles of civil discourse will demonstrate

UCF's ongoing efforts to cultivate civil discourse and support free expression throughout the university.

Implementation Plan

N/A

Resource Considerations

N/A

Conclusion

Staff suggests that the committee recommend endorsement of the Board of Governors Statement of Free Expression to the UCF Board of Trustees.

Appendix A
State University System of Florida
Statement of Free Expression

April 15, 2019

The State University System of Florida and its twelve public postsecondary institutions adopt this Statement on Free Expression to support and encourage a full and open discourse and the robust exchange of ideas and perspectives on our respective campuses. The principles of freedom of speech and freedom of expression in the United States and Florida Constitutions, in addition to being legal rights, are an integral part of our three-part university mission to deliver a high-quality academic experience for our students, engage in meaningful and productive research, and provide valuable public service for the benefit of our local communities and the state. The purpose of this statement is to affirm our dedication to these principles and to seek our campus communities' commitment to maintaining our campuses as places where the open exchange of knowledge and ideas furthers our mission.

A fundamental purpose of an institution of higher education is to provide a learning environment where divergent ideas, opinions, and philosophies, new and old, can be rigorously debated and critically evaluated. Through this process, often referred to as the marketplace of ideas, individuals are free to express any ideas and opinions they wish, even if others may disagree with them or find those ideas and opinions to be offensive or otherwise antithetical to their own worldview. The very process of debating divergent ideas and challenging others' opinions develops the intellectual skills necessary to respectfully argue through civil discourse. Development of such skills leads to personal and scholarly growth and is an essential component of each of our institutions' academic and research missions.

It is equally important not to stifle the dissemination of any ideas, even if other members of our community may find those ideas abhorrent. Individuals wishing to express ideas with which others may disagree must be free to do so without fear of being bullied, threatened, or silenced. This does not mean that such ideas should go unchallenged, as that is part of the learning process. And though we believe all members of our campus communities have a role to play in promoting civility and mutual respect in that type of discourse, we must not let concerns over civility or respect be used as a reason to silence expression. We should empower and enable one another to speak and listen, rather than interfere with or silence the open expression of ideas.

Each member of our campus communities must also recognize that institutions may restrict unlawful expression, such as true threats or defamation. Because universities and colleges are first and foremost places where people go to engage in scholarly endeavors, it is necessary to the efficient and effective operations of each institution for there to be reasonable limitations on the time, place, and manner in which these rights are exercised. Each institution has adopted regulations that align with Florida's Campus

Free Expression Act, section 1004.097, Florida Statutes, and the United States and Florida Constitutions and the legal opinions interpreting those provisions. These limitations are narrowly drawn and content-neutral and serve to ensure that all members of our campus communities have an equal ability to express their ideas and opinions while preserving campus order and security.



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-3: Board of Trustees Policy Conflict of Interest Statement and Disclosure Form

Proposed Committee Action

The Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the proposed amendments to the Board of Trustees Policy Conflict of Interest Statement and Disclosure Form.

Authority for Board of Trustees Action

- University of Central Florida Board of Trustees Tenth Amended and Restated Bylaws, Section 8.1, Conflict of Interest Policy
- Code of Ethics for Public Officers and Employees, Sections 112-311 - 112-326, Florida Statutes

Supporting Documentation Included

Attachment A: Board of Trustees Policy Conflict of Interest Statement and Disclosure Form (redline)

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



GOVC-3: Board of Trustees Policy Conflict of Interest Statement and Disclosure Form

EXECUTIVE SUMMARY

Objective

This agenda item is provided to the Governance Committee for review and consideration to approve proposed amendments to the Board of Trustees Policy Conflict of Interest Statement and Disclosure Form.

Summary of Key Observations/Recommendations

The suggested changes to the Conflict-of-Interest Statement and Disclosure Form policy of the Board of Trustees aim to expand its coverage to include related entities. These related entities consist of the university's direct support organizations and the clinical practice plan corporation.

Additional Background

One of the functions of the Governance Committee is responsibility for conflict-of-interest oversight. The Board's Conflict of Interest Statement and Disclosure Form has been reviewed by the General Counsel and the Assistant Vice President for Compliance and Ethics.

Rationale

This document must be completed annually by the Board of Trustees. The suggested changes will allow Trustees who serve on a university direct support organization (DSO) to complete a single Conflict of Interest (COI) disclosure form. This form will then apply to their service on the Board of Trustees and any DSO boards for which they are appointed.

Implementation Plan

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

Resource Considerations

N/A

Conclusion

Staff suggests that the committee recommend approval of the amendments to the Board of Trustees Policy Conflict of Interest Statement and Disclosure Form to the Board of Trustees.

**UNIVERSITY OF CENTRAL FLORIDA
BOARD OF TRUSTEES
POLICY**

Conflict of Interest Statement & Disclosure Form

Introduction

Section 8 of Article II of the Constitution of the State of Florida states: "A public office is a public trust." As the governing board for the University of Central Florida, members of the UCF Board of Trustees serve the public trust. UCF Trustees are ~~therefore~~ expected to make decisions that are grounded in advancing the best interests of the public institution and the public good.

University trustees are generally involved in the affairs of other institutions and organizations. However, it is prescribed by law in the State of Florida that no public officer have any interest, financial or otherwise, direct or indirect; engage in any business transaction or professional activity; or incur any obligation of any nature which is in substantial conflict with the proper discharge of ~~his or her~~their duties in the public interest.

This Conflict of Interest Statement incorporates relevant provisions of the Florida Constitution and the Florida Statutes addressing standards of ethical conduct for public officers and is applicable to each member of the UCF Board of Trustees.

Definitions

For the purpose of this Conflict of Interest Statement and Disclosure Form, the following definitions apply:

- A "conflict of interest" arises in situations in which regard for private interest tends to lead to the disregard of a public duty or interest, such as biased decision making or personal gain.
- A "business entity" is any corporation, partnership, limited partnership, company, limited liability company, proprietorship, firm, enterprise, franchise, association, self-employed individual, or trust, whether fictitiously named or not, doing business in this state.
- A "business relationship" is a relationship in which a Trustee or a Trustee's spouse or child serves as an officer, director, or proprietor of, or has a material interest in, an organization that does business with the University of Central Florida (university/UCF) or any UCF related entity.
- A "material interest" is a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity.
- "Related entity" means a direct support organization or practice plan corporation of the University.

Code of Ethics for Public Officers and Employees

As public officers, Trustees have the responsibility to comply with the applicable provisions of the Code of Ethics for Public Officers and Employees contained in Chapter 112, Part III, Florida Statutes, relevant parts of which are included below.

SOLICITATION OR ACCEPTANCE OF GIFTS. Trustees may not solicit or accept anything of value, such as a gift, loan, reward, promise of future employment, favor, or service that is based upon any understanding that their vote, official action, or judgment will be influenced by such gift. Additionally, a Trustee is prohibited from soliciting a gift from a vendor doing business with the university or related entity, a political committee, or a lobbyist who has lobbied the Trustee or the university within the past 12 months, or partner, firm, employer, or principal of the lobbyist.

DOING BUSINESS WITH ONE'S AGENCY. Trustees acting in their official capacity are prohibited from directly or indirectly purchasing, renting, or leasing any realty, goods, or services for the university or related entity from a business entity in which the Trustees or their spouses or children serve as an officer, partner, director, proprietor, or have a material interest. Trustees, acting in their private capacity, are also prohibited from renting, leasing, or selling any realty, goods, or services to the university or related entity.

UNAUTHORIZED COMPENSATION. Trustees, their spouses, and minor children may not accept any compensation, payment, or thing of value when they know, or should know, that it was given to influence a vote or other official action.

MISUSE OF PUBLIC POSITION. Trustees may not corruptly use or attempt to use their official position or any property or resource that is within their trust, or perform their official duties, to secure a special privilege, benefit, or exemption for themselves or others.

CONFLICTING EMPLOYMENT OR CONTRACTUAL RELATIONSHIP. Trustees may not work for or contract with a business entity or agency regulated by or doing business with the university or related entity, subject to limited exceptions set forth in Florida Statutes. Trustees also may not work for or have a contractual relationship which will impede the full and faithful discharge of their public duties. Trustees may not create a continuing or frequently recurring conflict between their private interests and the performance of their public duties.

DISCLOSURE OR USE OF CERTAIN INFORMATION. Trustees (including former Trustees) may not disclose or use information not available to the general public and obtained by reason of their position for their personal benefit or for the personal benefit of any other person or business entity.

SOLICITATION OR ACCEPTANCE OF HONORARIA. Trustees are prohibited from soliciting honoraria related to their public office or duties as a Trustee for the university or board service on a related entity or duties as a Trustee for the university. Trustees are prohibited from accepting an honorarium from a political committee, a vendor doing business with the university or related entity, a lobbyist who has lobbied the university or related entity, within the past 12 months, or the employer, principal, partner, or firm of such a lobbyist.

BOARDS OF TRUSTEES. No citizen member of a Board of Trustees of a local constituent university, shall have or hold any employment or contractual relationship as a legislative lobbyist requiring annual registration and reporting pursuant to s. 11.045.

~~Accordingly,~~ UCF Trustees have a continuing obligation to be familiar with Florida law regarding ethics and conflicts of interest, and to disclose to the Board Chair any personal, familial, or business relationships that might reasonably give rise to a conflict involving the university or related entity.

Conflict of Interest Disclosure

Trustees must annually acknowledge by execution of the attached Conflict of Interest Disclosure Form that they are in compliance with the letter and spirit of the University of Central Florida Board of Trustees' Conflict of Interest Statement and applicable laws.

Disclosure Requirements

On the Conflict of Interest Disclosure Form, Trustees annually report those existing relationships which they or members of their family maintain with organizations that do business with the University of Central Florida or a university related entity, and/or relationships ~~er~~ which could be construed to affect their independent, unbiased ~~judgement~~ judgment in light of their decision-making authority and responsibility.

Prior to engaging in any new business relationship with the university or related entity, if a Trustees should consult with ~~is uncertain of whether a particular relationship should be listed,~~ the Board Chair and the University General Counsel or Vice President for Compliance, Ethics, and Risk should be consulted.

Voting

While Trustees are required to disclose all potential conflicts of interest as described above, Trustees are required to vote on all matters before the Board unless there is or appears to be a voting conflict of interest *as prescribed by law*. In the event of such voting conflict of interest, Trustees are not permitted to vote. In all other matters in which a conflict of interest is or may be present, Trustees will vote and the conflict will be disclosed at the meeting during which the matter involving the conflict of interest is being considered.

Such disclosure, indicating the nature of the conflict, must be made in a written memorandum filed with the person responsible for recording the minutes of the meeting, prior to the meeting in which consideration of the matter will take place, and must be incorporated into the minutes. Any such memorandum will become a public record upon filing, and will be immediately provided to the other members of the Board, and will be read publicly at the next meeting held subsequent to the filing of the memorandum.

**UNIVERSITY OF CENTRAL FLORIDA
BOARD OF TRUSTEES
CONFLICT OF INTEREST DISCLOSURE FORM**

This Conflict of Interest Disclosure Form is intended to protect you, the Board and the University of Central Florida by affording ample opportunity to anticipate any potential conflicts and assure that all Board decisions are above reproach.

Personal, Familial or Business Relationships

- Do you have an existing or potential financial or other interest that impairs or might reasonably appear to impair your independent, unbiased judgment in the discharge of your duties as a member of the Board of Trustees of the University of Central Florida?
NO _____ YES _____ If yes, please describe:

- Please list any business entity that does business with or that may do business with the university or related entity AND either (a) employs you or (b) with which you have a contractual relationship:

- Does any member of your family have an existing or potential financial or other interest that impairs or might reasonably appear to impair your independent, unbiased judgment in the discharge of your duties as a member of the Board of Trustees of the University of Central Florida? For purposes of this question, a family member is defined as a spouse, a parent, a child, a sibling, and any other individual residing in your household.
NO _____ YES _____ If yes, please describe:

- Please list any business entity that sells, rents or leases any realty, goods or services to the university **or related entity** AND in which either (a) you (or your spouse or child) serves as an officer, partner, director or proprietor or (b) you or your spouse or child, or any combination of them, has a material interest. For purposes of this item, a “material interest” is a direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity:

Outside Employment or Service

- Does any organization (in which you are or any member of your family is an officer, director, employee, member, partner, trustee, or controlling stockholder) have an existing or potential financial or other interest that impairs or might reasonably appear to impair your independent, unbiased judgment in the discharge of your duties as a member of the Board of Trustees of the University of Central Florida? For purposes of this question, a family member is defined as a spouse, a parent, a child, a sibling, and any other individual residing in your household.
 NO _____ YES _____ If yes, please describe in an attachment.

Any Other Potential Issues or Conflicts

- To allow the Board and the university to monitor and promptly address any potential conflicts, please identify below any relationships, financial or personal, that may constitute conflicts or potential conflicts of interest:

OR

_____ As of today’s date, I have no financial, professional, or personal relationships that reasonably hold the potential for a conflict of interest involving my service as a University of Central Florida Trustee.

I am familiar with the UCF Board of Trustees Code of Ethics Policy as set forth in Article VIII of the Bylaws of the UCF Board of Trustees and pursuant to which this Disclosure Form is completed and signed. I have disclosed all potential conflicts of interest of which I am aware, and I agree to promptly file a further Conflict of Interest Disclosure Form if any new or additional matters subject to disclosure arise before my next annual Disclosure Form is due.

Signature

Date

Please email, FAX, or mail this completed and signed form to the Office of Board Relations, boardoffice@ucf.edu; University of Central Florida, P.O. Box 160002, Orlando, Florida 32816; FAX: (407) 823-2264.

History: New 6-18-20, 02-22-24

Authority: Florida Code of Ethics for Public Officers and Employees - Florida Statutes Ch. 112 Part III



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-4: Repeal of University Regulation UCF-2.006 Acceleration Mechanisms

Proposed Committee Action

The Committee is asked to recommend to the Board of Trustees, on its consent agenda, approval of the proposed repeal of University Regulation UCF-2.006 Acceleration Mechanisms.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001

Supporting Documentation Included

Attachment A: University Regulation UCF-2.006 Acceleration Mechanisms

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



GOVC-4: Repeal of University Regulation UCF-2.006 Acceleration Mechanisms

EXECUTIVE SUMMARY

Objective

Consider the repeal of University Regulation UCF-2.006 Acceleration Mechanisms.

Summary of Key Observations/Recommendations

This regulation is proposed for repeal. There is no requirement in statute or in the corresponding Board of Governors Regulation 6.006 Acceleration Mechanisms that the university must address the topic of acceleration mechanisms through regulation; rather, the BOG regulation instructs the university to describe acceleration options and criteria in the university catalog, university website, and other appropriate publications or advisement materials. UCF has long provided more detailed information regarding acceleration mechanisms in the university's catalog and other relevant locations. These information methods are more dynamic, allowing the university to update and clarify without the process required for changes to regulations.

Additional Background

This regulation was originally approved at the March 12, 2009, Board of Trustees meeting, based on a prior administrative rule of the university.

Rationale

Repeal of this regulation would allow the university to focus on meeting the requirements from BOG 6.006 by publishing acceleration information in the university's catalog and other relevant locations instead of through formal regulation.

Implementation Plan

The repeal of the regulation would take effect upon approval by the UCF Board of Trustees.

Resource Considerations

The proposed regulation repeal is not anticipated to incur additional costs to the University.

Conclusion

Staff recommends that the committee recommend approval of the proposed repeal of University Regulation UCF-2.006.

UCF-2.006 Acceleration Mechanisms.

(1) The use of acceleration mechanisms shall be governed by the Articulation Agreement between the state universities and the public community colleges of Florida, Florida Board of Governors Regulations and Sections 1007.23 and 1007.27, F.S.

(2) A maximum of 45 semester hours in any combination of extension, College Board Advanced Placement Program (AP), International Baccalaureate Program (IB), correspondence, College Level Examination Program (CLEP), Armed Forces Services School Credits, and University Credit by Examination credit will be accepted by the University and may be applied toward an undergraduate degree. Credit earned by acceleration mechanisms also applies towards satisfaction of the Summer Attendance Requirement. The acceptance of credit for degree purposes shall be subject to state statutes and review by the appropriate college academic standards committee.

(3) The University of Central Florida shall award credit for specific courses identified by the Department of Education for which competency has been demonstrated by successful passage of examinations of the CLEP, AP, IB, Cambridge AICE exams, DAN TES, and Excelsior College Examinations. Credit is awarded only if exam scores are sufficiently high at the time the score is received at UCF. Credit will not be awarded if it duplicates credit already awarded.

(4) Regularly enrolled degree-seeking undergraduate students at the University of Central Florida may participate in the University course credit by examination program. Prior approval to participate in the program must be obtained from the chair of the department in which the course is offered. Credit by examination shall not be given for any course lower in content than courses in the same discipline in which a student is currently enrolled or has completed.

(5) Credit by examination cannot be used to raise a grade in a course previously completed or to meet the twenty-five percent residency hours requirement.

Authority: BOG Regulations 1.001 and 6.005. History–New 10-8-75, Amended 7-14-80, Formerly 6C7-2.06, Amended 3-16-03, Formerly 6C7-2.006, Amended 3-12-09.



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-5: Amendments to University Regulation UCF-2.010 Awarding of Degrees

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-2.010 Awarding of Degrees.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001

Supporting Documentation Included

Attachment A: University Regulation UCF-2.010 Awarding of Degrees (redline)

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



GOVC-5: Amendments to University Regulation UCF-2.010 Awarding of Degrees

EXECUTIVE SUMMARY

Objective

Consider the proposed amendments to University Regulation UCF-2.010 Awarding of Degrees.

Summary of Key Observations/Recommendations

This regulation is amended to align the regulation with current practice and with operational need. A student's catalog year often conforms to the year they enter university as a degree-seeking student. However, it is sometimes necessary to require a student to move to a new catalog to meet new licensure, certification, or accreditation standards; further, students may sometimes request to move to a different catalog year. This language change will assure the university has the flexibility to meet these needs.

Additional Background

This regulation was originally approved at the March 12, 2009, Board of Trustees meeting, based on a prior administrative rule of the university.

Rationale

The proposed regulation amendments will allow the university flexibility for allowing students to request a catalog change or to change a student's catalog year when required to meet new licensure, certification, or accreditation standards.

Implementation Plan

The amended regulation would take 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-2.010.

UCF-2.010 Awarding of Degrees.

(1) Earned degrees shall be awarded upon the recommendation of the appropriate Dean and the Provost. These degrees shall be limited to those awarded pursuant to degree programs approved by the University of Central Florida Board of Trustees, for bachelor's and master's programs, and the Florida Board of Governors, for doctoral programs. Additionally, the university may award the Associate in Arts (A.A.) to eligible students upon completion of the appropriate requirements and application.

(2) The curricular requirements for each University program shall be those delineated in the appropriate Undergraduate or Graduate Catalog, ~~as appropriate, in force at the beginning of the student's most recent period of continuous enrollment.~~

(3) Honorary degrees may be awarded by the Board of Trustees upon the recommendation of the President.

(4) The University may award posthumous and emeritus degrees in accordance with university policies and procedures.

Authority: BOG Regulations 1.001, 3.004, and 6.017. History—New 10-8-75, Amended 7-14-80, Formerly 6C7-2.10, Amended 3-16-03; Formerly 6C7-2.010, Amended 6-12-09, _____-24.



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-6: Amendments to University Regulation UCF-2.029 Patents, Trademarks, and Trade Secrets

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-2.029 Patents, Trademarks, and Trade Secrets.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001

Supporting Documentation Included

Attachment A: University Regulation UCF-2.029 Patents, Trademarks, and Trade Secrets (redline)

Facilitators/Presenters

Sandra Sovinski, Deputy General Counsel for Research



GOVC-6: Amendments to University Regulation UCF-2.029 Patents, Trademarks, and Trade Secrets

EXECUTIVE SUMMARY

Objective

Consider the proposed amendments to University Regulation UCF-2.029 Patents, Trademarks, and Trade Secrets.

Summary of Key Observations/Recommendations

This regulation addresses the respective rights in inventions, trademarks, and trade secrets; disclosure and review obligations; and university withdrawal and potential transfer of invention rights. Proposed amendments are to update definitions; clarify language relating to outside activity, disclosure and university review; update language regarding the university withdrawal and transfer of rights to inventor; eliminate the obligation for thesis/dissertation inventor sharing of proceeds with the faculty advisor; and eliminate the obligation for sharing of proceeds with the university following transfer of rights to the inventor.

Additional Background

This regulation was last amended on January 24, 2012.

Rationale

The proposed regulation changes will clarify and align the definitions and language relating to outside activity, disclosure/university review, and withdrawal and transfer of rights with University Regulation UCF-2.033 Copyrights and Works and the current Collective Bargaining Agreement.

Implementation Plan

The amended regulation would take 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-2.029.

UCF-2.029 Patents, Trademarks and Trade Secrets

(1) General.

- (a) This regulation is applicable to all University Personnel (as defined in section (2)(a)). Nothing herein shall be deemed to limit or restrict the University's full exercise of its legal rights and authority.
- (b) The University possesses all rights to and has the authority, at its option, to take any action necessary and proper to secure Intellectual Property owned by the University, and the University may take all steps necessary and proper to protect and enforce its rights. University profits derived from Intellectual Property subject to this ~~R~~regulation shall be shared with the Inventor and/or Creator in accordance with this ~~R~~regulation, University Regulation UCF-2.033 Copyrights and Works, any applicable collective bargaining agreements, and policies or procedures established by the University, including the Office of Research, and the University's designated Intellectual Property owner, the University of Central Florida Research Foundation, Inc and Commercialization. In the event of a conflict between this regulation and any departmental or university or direct support organization policy, this ~~R~~regulation shall control.
- (c) ~~It is a purpose of this Regulation to state University wide policies governing the ownership, use, and commercialization of Inventions, Trademarks, and Trade Secrets. The University encourages University Personnel to engage in research and scholarly endeavors that may result in Inventions, Trademarks, and Trade Secrets. To that end, the University has developed a robust operation to support University personnel in research endeavors and to commercialize the Intellectual Property that may result from those endeavors. Where the University asserts ownership rights, the University will share proceeds of any commercialization efforts with the appropriate University Personnel.~~
- (d) ~~Research is a basic objective of the University, undertaken to educate students, stimulate a spirit of inquiry, solve problems, and create new knowledge. Although the research and teaching missions of the University always take precedence over intellectual property considerations, adequate recognition of and incentive to potential Inventors through the sharing of the financial benefits resulting from the transfer and development of patentable Inventions and other marketable forms of Intellectual Property encourages the creation of such Intellectual Property and serves the public interest. In sharing the proceeds with Inventors, the University recognizes inventorship, encourages and supports research within the University, and recognizes the interests held by outside sponsors of University research.~~
- (e) ~~This ~~R~~regulation addresses only Patents, Trademarks, and Trade Secrets. Copyrights and Works are addressed in University Regulation UCF-2.033 and in applicable collective bargaining agreements.~~

(2) Definitions. For purposes of interpreting and applying the substantive provisions of this ~~R~~regulation, the following definitions shall apply:

- (a) "University Personnel" shall mean all full-time and part-time employees of the University, whether or not they are members of a collective bargaining unit, including all faculty, staff, and post-doctoral fellows; appointees of the University who receive University Support (as defined below), including volunteers,

adjuncts, and courtesy faculty; persons paid by or through the University, including contractors and consultants; and anybody working under University auspices and anybody receiving University Support ~~(as defined below)~~. Students, including undergraduate, graduate, and professional students, who are encompassed within any of these categories, shall be considered University Personnel for purposes of this Regulation.

- (b) “Work” means, in accordance with Title 17 of the U.S. Code, any original work of authorship that is or may be subject to Copyright (defined in UCF-2.033). “Work” includes but is not limited to printed material (such as books, articles, memoranda, and texts), computer software or databases, audio and visual material, circuit diagrams, architectural and engineering drawings, lecture, compositions (e.g. written, musical and/or dramatic) ~~compositions, musical works, dramatic works~~, motion pictures, multimedia works, web pages, sound recordings, choreographic works, ~~and~~ pictorial or graphic illustrations or displays, and any creative expression of a Trademark used in connection with these items. “Work” does not include any patentable material, which is encompassed within the definition of an Invention; ~~but~~ an Invention may include a related Work. Rights to Works are addressed in University Regulation UCF-2.033, ~~Copyrights and Works~~.
- (c) “Invention” ~~shall include~~ means (i) any discovery, ~~invention~~, process, composition of matter, article of manufacture, know how, design, model, technological development, biological material, strain, variety, or culture of any organism, or portion, modification, translation or extension of these items which is or may be patentable or otherwise protected under Title 35 of the United States Code, or that is or may be protected as a Trade Secret, under the Florida Trade Secrets Act, Ch. 688, Fla. Stat. or any similar act of another State, as may be relevant, (ii) any novel variety of plant that is or may be patentable or otherwise protected under the Plant Variety Protection Act (7 U.S.C. §2321 *et seq.*), (iii) any Trademark, and/or (iv) any directly related know-how used in connection with these items. ~~Instructional Technology Material which is or may be patentable is included in this definition.~~
- (d) “Creator” shall mean any University Personnel who create(s) a Work.
- (e) “Inventor” shall mean any University Personnel who make(s) or discover(s) an Invention.
- (f) “Makes” or “made” when used in conjunction with any Invention shall mean the conception or constructive or first actual reduction to practice of such Invention.
- (g) “University Support” shall mean (i) the appreciable non-incidental use of University resources, such as funds, personnel, facilities, equipment, materials, technical information, or students, (ii) course release, and/or (iii) in the creation or making of a Work or Invention; and does not include the inconsequential use of resources made available to the University community for common use. ~~“University Support” includes~~ support provided by other public or private organizations when it is arranged, administered, or controlled by the University or a University direct support organization, including but not limited to research and investigations that are sponsored by the University and/or that are carried out by public funds. For a use of University resources to be appreciable, it must go beyond the resources commonly or routinely provided or made available to similarly situated employees for the performance of their assignment. For

example, the routine use of resources such as the libraries; one's office, office computer, and other University computer facilities; and office supplies, is not considered appreciable University Support.

- (h) "Patent" means a property right granted by the Government of the United States of America to an Inventor to exclude others from making, using, offering for sale, or selling an Invention throughout the United States or importing the Invention into the United States for a limited time in exchange for public disclosure of the Invention. The term also includes patent rights that may be granted by foreign governments.
- (i) "Trade Secret" means information, including a formula, pattern, compilation, program, device, method, technique, or process that: (i) derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and (ii) is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.
- (j) "Intellectual Property" refers to Works, Inventions, Trademarks and Trade Secrets.
- (k) "UCFRF" means the University of Central Florida Research Foundation, Inc., a direct support organization of the University which supports the research and sponsored program activities of the University.
- (l) "Trademark" means a name, symbol, figure, letter, word or mark adopted and used to designate the source of goods and/or services arising from an Invention or a Work.
- (m) "Outside Activity" means private practice, private consulting, additional teaching or research, financial interest, or other personal commitment, e.g., service on a Board of Directors, participation in a civic or charitable organization, political activity, etc., whether compensated or uncompensated, that: -(i) is not part of University Personnel's assigned duties; (ii) is not compensated by the University; and (iii) does not involve University Support. Outside Activity is subject to the requirements of Chapter 112, Part III, Florida Statutes, "Code of Ethics for Public Officers and Employees," this Regulation and other University Policies and Regulations, including but not limited to University Regulation UCF-3.018.

(3) Rights in Inventions, Trademarks, and Trade Secrets.

- (a) Inventions made as a result of personal endeavors are owned by University Personnel.
 - (i) Inventions made outside the field or discipline in which the Inventor is employed by the University (i.e. the field or discipline in which the Inventor conducts research, teaches, and/or provides service activities for the University), for which the idea came from the Inventor, and for which there has been no University Support (as defined in 2(g)), are the property of the Inventor.
 - (ii) Inventions resulting from Outside Activity. University Personnel, after reporting the details in accordance with applicable University procedures and receiving authorization, may engage in Outside Activity. University Personnel seeking to engage in Outside Activity are advised to review the terms of University Regulation UCF-3.018 and any applicable collective bargaining agreement. University Personnel engaged in Outside Activity

should use great care to determine that Intellectual Property clauses in their Outside Activity agreement(s) do not involve conflicts of interest and are not in conflict with sponsored grants or contacts, or with University policy. ~~If the individual University Personnel seeking to engage in an Outside Activity shall furnish is asked to sign an agreement relating to the Outside Activity that purports to waive any University right(s) in any Intellectual Property,~~ a copy of this ~~R~~regulation shall be provided to the ~~outside employer/party prior to the time an agreement is signed, or if there is no written agreement, person asking for a waiver~~ before the Outside Activity/~~employment~~ begins. University Personnel are not authorized ~~and do not possess necessary ownership~~ to waive University rights, and any such waiver is deemed ~~void rejected by the University~~ unless specifically accepted by the Vice President of Research ~~& Commercialization~~ or designee.

- (A) All Inventions arising from authorized Outside Activity and outside the field or discipline of the Inventor are the property of the Inventor.
 - (B) Undisclosed Outside Activity is considered unauthorized. Any Invention arising from undisclosed Outside Activity must be disclosed to the Vice President of Research ~~& Commercialization~~ (see ~~3(e)~~section 4). If the Inventor claims the Invention resulted from Independent Effort(s), then as part of the disclosure, the Inventor shall provide sufficient documentation to substantiate the claim. As used in this section, the term "Independent Effort(s)" means that the Invention is outside the field or discipline of the Inventor and was made without University Support.
 - (C) Upon receipt of written notice from the Vice President of Research ~~& Commercialization~~ confirming the University's decision not to assert a University interest in -an Invention resulting from unauthorized Outside Activity, the Inventor shall have the right to determine the disposition of such Invention, subject to third party rights, if any. However, the Inventor and the Vice President of Research ~~& Commercialization~~ may agree that a patent for such Invention will be pursued by the University; in that event, the Inventor and University shall share in the proceeds of any Invention as provided by this ~~R~~regulation and any applicable policies or procedures ~~established by the Vice President of Research & Commercialization~~ including applicable UCFRF Guidelines and Procedures for Distribution of Funds or in such other manner as the Inventor and the Vice President of Research parties may agree.
- (b) Inventions Owned by the University. Inventions (i) made in the field in which the Inventor is employed by the University (i.e. the field or discipline in which the Inventor conducts research, teaches, and/or provides service activities for the University), or (ii) for which there has been University Support (as defined in 2(g)), are the property of the University, and the Inventor(s) shall share in the proceeds therefrom. Such Inventions and related rights shall be the property of the University and are hereby assigned to the University by the Inventor(s).

Where the Inventor is employed by UCF solely to teach in an adjunct capacity, subsection 3(b)(i) does not apply.

(4) Disclosure/University Review.

University Personnel are required to disclose all Inventions owned by the University and all Inventions resulting from any Outside Activity within the field or discipline of the inventing University Personnel. It is the policy of the University that, in general, research results should be publishable; publication of such results in appropriate venues is encouraged. However, if the publication of research results may reveal an Invention in which the University has an interest, University Personnel should seek advice on how and when to publish the results in order that potential patent rights for the Invention are not compromised. That is, upon the making of an Invention and prior to any publication or public disclosure, University Personnel shall promptly and fully disclose to the Vice President of Research ~~& Commercialization~~ any Invention described in [section 3\(b\)](#).

- (a) The disclosure shall be made on the forms and according to procedures prescribed by the Vice President of Research ~~& Commercialization~~. At a minimum the disclosure shall: (1) identify each Inventor, (2) provide a brief description of the Invention, and (3) identify and summarize the research project including the participants and applicable funding sources.
- (b) The Vice President of Research ~~& Commercialization~~ shall inform the Inventor within [a reasonable time, not to exceed ninetyone hundred twenty \(1290\) days](#) from the date of disclosure whether the University will assert its interest in the Invention and pursue patent, trademark, and/or copyright protection for the Invention and/or define certain elements of the Invention for protection as trade secret.
- (c) In the event the University elects to obtain a Patent, register a Trademark or a Copyright, or to formally define a Trade Secret to protect the University's rights in the Invention, University Personnel will execute any and all necessary documents to affirm, publicly formalize, and record the transfer of all rights to the University or to UCFRF. UCFRF is required to comply with the same policies and procedures regarding allocation of proceeds/royalties as the University.
- (d) In the event the University asserts its rights in the Invention, all costs and expense of patenting, developing, and marketing the Invention and related activities, including those which may lead to active licensing of the Invention, shall be paid by the University.
- (e) Allocation of proceeds/royalties shall be made in accordance with this ~~Regulation~~ and any applicable policies or procedures ~~established by the Vice President of Research & Commercialization~~ including the applicable UCFRF Guidelines and Procedures for Distribution of Funds. The University's costs and expenses shall be recovered before any division of revenue is made. ~~For any Invention that results from research done in a thesis or dissertation or in connection with a thesis or dissertation related project, the amount allocated to the Inventor(s) shall be divided between the faculty member who directed the research and the graduate student(s) who invented the Invention in a manner that reflects their relative contributions to the Invention as determined by the Vice President of Research & Commercialization.~~
- (f) The Inventor shall not commit any act that would tend to defeat the University's or Inventor's interest in the Invention, such as making a public disclosure of the

Invention prior to the University obtaining applicable intellectual property protection, and shall take any necessary steps to protect such interests.

(g) In the event a sponsored research contractor has been offered the option to apply for the patent to an Invention or other rights in an Invention, the University will obtain the contractor's decision regarding exercise of such rights within ninety days, or within the time provided in the sponsored research agreement.

~~(5) Release of University Rights. If the University elects not to assert its interest in an Invention owned by the University, all rights to the Invention shall be released to the Inventor upon the Inventor's request and subject to any existing third party right.~~

~~(a) If the University's ownership interest in an Invention is waived, the Inventor must disclose any potential conflict of interest created by the Inventor's ownership of the Invention when proposing research to be conducted using University resources that could reasonably appear to influence the financial value of the Invention.~~

~~(b) The University's release of the Invention to the Inventor(s) shall be contingent upon the execution of a written agreement with the Inventor(s) that grants to the University: (1) a right to a ten percent (10%) share of proceeds arising from or attributed to the Intellectual Property valuation of the Invention and received by the Inventor from a third party for commercialization of the Invention or transfer of ownership of the Invention, and (2) a royalty free right to the Invention for educational and research purposes of the University and for the governmental purposes of the State of Florida.~~

~~(6) University Withdrawal and Transfer of Rights to Inventor.~~

(a) If the University elects not to assert its interest in an Invention owned by the University, all rights to the Invention shall be released to the Inventor upon the Inventor's request and subject to any existing third party right. Additionally, prior to making a patent application, at any stage of the patent process, in the formalizing of Intellectual Property registration (such as making a patent application or maintaining the patent) or in the commercial application of an Invention, if the University has not otherwise assigned to a third party the right to pursue its interests, the University's representative at its sole discretion may elect to waive the University's rights to the patent or withdraw from further involvement in the protection or commercial application of the Invention. At the request of employee in such case, If the University elects to withdraw upon the Inventor's request, the University shall may transfer the Invention rights to the employee, not subject to third-party rights to the Inventor. After ownership transfer to an employee Under these circumstances, the Invention shall become the employee's property of the Inventor and none of the any costs already incurred by the University or on its behalf shall not be assessed against the employee Inventor; however, the provisions of paragraph (b5) and this paragraph will apply.

(b) Where the University assigns or releases its rights to the Inventor,
(i) the Invention shall be available royalty-free for governmental purposes of the State of Florida and research or instructional and other educational purposes of the University unless otherwise agreed to in writing.

(a ii) If the University's ownership interest in an Invention is waived, the Inventor must disclose any potential conflict of interest created by the Inventor's ownership of the Invention when proposing research to be

conducted using University resources that could reasonably appear to influence the financial value of the Invention.

~~(b) The University's release of the Invention to the Inventor(s) shall be contingent upon the execution of a written agreement with the Inventor(s) that grants to the University: (1) a right to a ten percent (10%) share of proceeds arising from or attributed to the Intellectual Property valuation of the Invention and received by the Inventor from a third party for commercialization of the Invention or transfer of ownership of the Invention, and (2) a royalty free right to the Invention for educational and research purposes of the University and for the governmental purposes of the State of Florida.~~

Authority: BOG Regulation 1.001, Florida Statutes s. 1004.23. History—New 10-8-75, Amended 7-14-80, Formerly 6C7-2.29, Amended 3-16-03, Formerly 6C7-2.029, Amended 1-24-12, _____ - 24.



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

GOVC-7: Amendments to University Regulation UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty.

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-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty.

Authority for Board of Trustees Action

Board of Governors Regulation 1.001

Supporting Documentation Included

Attachment A: University Regulation UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty (redline)

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



GOVC-7: Amendments to University Regulation UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty

EXECUTIVE SUMMARY

Objective

Consider the proposed amendments to University Regulation UCF-3.015 Promotion and Tenure of Tenured and Tenure-earning Faculty.

Summary of Key Observations/Recommendations

This regulation addresses the policies, procedures, and criteria for tenured and tenure-earning faculty and all committees related to promotion and tenure. This regulation is amended in several significant respects, including reorganization of existing provisions to better track the flow of the promotion and tenure review processes. Substantive proposed amendments include: add language to describe the process of developing and revising department and college promotion and tenure criteria, such as how committee membership is determined and the different approval steps when promotion and tenure criteria are developed and/or revised; add language to allow faculty to elect to waive their right to see external reviewer letters and external reviewers will be notified if faculty have elected to request confidential letters; clarify the steps to identify external reviewers including guidance for avoiding potential conflicts of interest; how to proceed if all initially requested external reviewers decline; guide committees in their review of candidates for promotion and tenure and regarding the confidential nature of the promotion process and materials; specify that committee members participate at only one level of review per candidate; update language regarding remote meeting attendance to reflect new modes available for meetings and prohibition on use of recording devices; and add new language regarding the grievance process for non-unit faculty. Finally, sections that contained identical language for faculty not in the College of Medicine and faculty in the College of Medicine were consolidated to eliminate redundancy.

Additional Background

This regulation was last amended May 16, 2019.

Rationale

The proposed regulation changes will clarify and align the procedures surrounding the tenure and promotion of faculty. The proposed regulation amendments include a reorganization of existing provisions to better track the flow of the promotion and tenure review processes. The proposed regulation amendments will provide language to clarify aspects of the promotion and tenure process in which questions are often received such as conflict of interest, development and revision of promotion and tenure criteria, and the ability to have confidential external review letters.

Implementation Plan

The amended regulation would take 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-3.015.

UCF 3.015 - Promotion and Tenure of Tenured and Tenure-earning Faculty

(1) Policy.

- (a) University of Central Florida (UCF) adheres to the provisions of any applicable collective bargaining agreement regarding promotion and tenure procedures.
- (b) There shall be sufficient discipline flexibility in interpretation of the standards for promotion so that faculty members may have a reasonable expectation of fulfilling the requirements.
- (c) A typical faculty member ~~applies shall normally be recommended~~ for promotion to associate professor ~~and tenure prior to or~~ at the same time ~~that tenure is recommended~~. ~~To save time for both faculty member and committees, t~~The ~~required necessary~~ materials for both promotion and tenure will go forward simultaneously. Votes on tenure and promotion shall be separate and occur concurrently; they shall occur successively at department/school or unit, college, and if applicable university levels, ~~if applicable~~.
- (d) The award of tenure shall provide annual reappointment until voluntary resignation, retirement, removal for just cause, or layoff.
- (e) ~~Effect of tenure criteria modification.~~
 - 1. If a tenure-earning faculty member ~~not in the College of Medicine~~ has at least four (4) years of tenure-earning credit (at least six years for faculty in the College of Medicine) as of the effective date of a modification to the applicable tenure criteria, the employee shall be evaluated for tenure under the criteria as it existed prior to modification unless the faculty member notifies the university at least thirty (30) days prior to the commencement of the tenure consideration that they choose to be evaluated under the newly adopted criteria.
 - 2. ~~If a tenure-earning faculty member in the College of Medicine has at least six (6) years of tenure-earning credit as of the effective date of a modification to the applicable tenure criteria, the faculty member will be evaluated for tenure under the criteria as they existed prior to modification unless the faculty member notifies the university at least thirty (30) days prior to commencement of the tenure that they choose to be evaluated under the newly adopted criteria.~~
- (f) Tenure may be transferred from one department/school unit to another with the approval of the faculty member, the dean, and the provost, as well as the chair/director and faculty of the new department/school program.
- (g) Faculty serving on promotion and tenure committees charged with reviewing and making promotion recommendations shall hold rank at or above the rank to which the candidate is applying. Additionally, Ffaculty making tenure recommendations shall hold tenure.
- (h) If at any stage in the process, a correction to the dossier is needed, or an issue arises, the provost's representative may make corrections to the dossier, or place the review of the candidate's dossier on hold until all issues related to the dossier are resolved. If the dossier is placed on hold, the candidate shall be notified within five (5) calendar days of this action.
- (i) When a candidate is serving in an administrative position at the level of chair or director or higher, or when a conflict of interest exists, the dean's office shall consult with Faculty Excellence to identify ~~appoint~~ an appropriate person to guide the candidate's promotion process.

(2) Promotion and Tenure Timing Eligibility.

~~(a) — Tenure.~~

- ~~1. — A tenure-earning faculty member not in the College of Medicine will typically normally begin the tenure application process in the spring preceding the sixth-~~(6th)~~ year of continuous service (the 8th year of continuous service for faculty in the College of Medicine). Faculty typically will submit their dossier in the fall of the 6th year of continuous service (the 8th year of continuous service for faculty in the College of Medicine). However, a faculty member whose employment began in the spring semester may count tenure-earning time beginning with the following academic year. Faculty members with strong records may also choose to apply for tenure prior to their scheduled year. Faculty may also be hired with years of credit toward tenure. The number of years of tenure credit that will count toward the faculty member's eligibility shall be agreed upon at the time of hire and approved by the chair/director, dean and provost representative. ~~arly, that is prior to the sixth year, or to use credit toward tenure given upon hire, unless they have~~ Faculty members may choose to voluntarily rescind such credit prior to the application year. In certain situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.~~
- ~~2. — A tenure-earning faculty member in the College of Medicine will normally begin the tenure application process in the spring preceding the eighth (8th) year of continuous service. However, a faculty member whose employment began in the spring semester may count tenure-earning time beginning with the following academic year. Faculty members may also choose to apply for tenure early, that is prior to the eighth year, or to use credit toward tenure given upon hire, unless they have voluntarily rescinded such credit. In certain situations, the tenure clock may be extended with appropriate permission from the provost or provost's representative.~~

(3b) Criteria

- ~~(a) — Promotion. Promotion is awarded for meeting the criteria for appointment to the rank to which the candidate applies, as defined by the candidate's department or school, by the candidate's college, and by this regulation.~~
- ~~(b) — Promotion to associate professor. Promotion from assistant to associate professor calls for excellence in instructionteaching and substantial contributions in research and/or creative activities, as well as, appropriate service contributions ~~or other university duties, since appointment to UCF faculty~~. It is expected the candidate's research and or creative activity scholarly activity have a significant impact, as typically normally indicated by national recognition. Productivity and quality both matter in assessing a candidate's contributions to instruction, research and creative activities and service.~~
- ~~(c) — Promotion to professor. Promotion to professor is awarded on the basis of superior achievementdistinction at the national and/or international level with the promise of continued contribution and not on the basis of longevity. The rank of professor reflects not only an individual's contributions within the institution, but also denotes a reputation as a leading scholar and researcher among one's academic peers on a national and/or international level. Substantial contributions of a continuing nature in each of the areas evaluated, beyond that expected of an associate professor, are necessary components for the achievement of the rank of professor.~~

(3) — Criteria

- ~~(da) — Tenure. Tenure is awarded upon the demonstration of highly competentdistinctive and sustained performance. The conferral of recommendation of a faculty member for tenure shall signify that the president and the Board of Trustees believe that the~~

employee will continue to make significant and sustained professional contributions to the university and the academic community throughout their career.

(eb) ~~Promotion. Promotion is awarded for meeting the criteria for appointment to the rank to which the candidate applies, as defined by the candidate's department or unit, by the candidate's college, and by this regulation. Promotion and tenure decisions represent an evaluation of the faculty member's potential for the future, and their ability to effectively fulfill their responsibilities as a member of the university community including an appreciation of the commensurate emphasis on academic freedom and academic responsibility.~~

(fe) Standards for Promotion and Tenure.

1. Standards for promotion and tenure criteria shall take into account the mission and needs of the university and specifically address three areas: research, scholarly, and creative activities; instructionteaching; and, service to the public, the discipline, and the university including those professional responsibilities consistent with faculty status. Both productivity and quality of performance are assessed in evaluating a candidate's record.
2. Specific criteria for promotion and tenure are ~~available on file~~ in each department or ~~schoolunit~~ and college in the university. These criteria include ~~items such as increased skill in teaching,~~ demonstrated effectiveness in facilitating student learning, demonstrated quality and impact of knowledge in research and creative activities, in candidate's discipline, increased recognition as an authority in the field, and potential for continued professional growth. Department/school promotion and tenure criteria shall be developed and/or revised by a committee of tenure earning and tenured faculty elected by all tenure earning and tenured faculty in the department/school. Department or ~~schoolunit~~ specific criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the department or ~~schoolunit~~, the department chair or ~~school directorunit head~~, the dean, and the provost or designee.
3. ~~If a college chooses to have criteria in addition to department or unit criteria, these criteria~~ shall be developed and/or revised by a committee of tenure earning and tenured faculty. Tenure earning and tenured faculty from each department/school shall elect a tenure earning or tenured faculty to serve on this college level committee. College criteria shall be approved by a majority of the full-time tenured and tenure-earning faculty in the college, the dean, and the provost or designee. Approved college criteria will ~~also be available in the department or unit and~~ in each college.
4. As a Ph.D.-granting research university, UCF places heavy emphasis on sustained and significant performance with regard to the impact of research, scholarly, and creative activities of faculty members seeking tenure and/or promotion. Consideration shall be given to all evidence related to research, scholarly, and creative activities contained or explained in the candidate's dossier including, but not limited to, publications, grants, research presentations, evidence of societal impact and awards.
5. The university defines and evaluates instruction broadly. All types of teaching and teaching-related activities shall be considered as instruction, including overseeing theses and dissertations. Demonstrated effectiveness in facilitating student learning is expected. Assessment of instructional excellence and

~~effectiveness~~~~competency~~ shall include evaluation of all materials provided in the candidate's dossier.

6. Professional Service to the candidate's department or unit, college, the university, profession, ~~the greater Orlando area~~, and the public shall be included as service.

(4) General Procedures.

(a) Overview.

1. The promotion and tenure process shall be initiated by the faculty member in consultation with the department chair or school director/unit head, and evaluated successively by the department or school/unit promotion and tenure committee, the department chair or school director/unit head, the college promotion and tenure committee, the dean of the college, and if applicable, the university promotion and tenure committee. The final decision of promotion and recommendation regarding tenure will be made by the provost and president. Tenure becomes official with final approval of the University of Central Florida's Board of Trustees.
2. It is the responsibility of the candidate to ensure that the promotion dossier is accurate, complete, and meets established deadlines for submission.
3. Each spring a schedule of important dates in the promotion and tenure cycle will be posted on the Faculty Excellence website.
4. Recommendations by department chairs or school directors/unit heads, deans, and all committees must be complete and concise, citing reasons for the recommendation that are based on evidence contained or explained in the candidate's dossier.
53. In cases where a faculty member is in an academic unit but strongly affiliated with another unit (e.g. a center, institute, cluster, or other entity), the ~~normal~~ tenure and promotion process will be undertaken through the academic unit to which the faculty member belongs. Upon review of the candidate's materials, written recommendations by ~~all~~ both supervisors shall be provided to the chair/director to include with their review and recommendation. ~~upon review of the candidate's materials.~~ In cases where a faculty member has a joint appointment with two different academic units, the ~~normal~~ tenure and promotion process will be undertaken through the primary academic unit, but with written recommendations included in the file by both supervisors upon a review of the candidate's materials.
64. Faculty may be hired with tenure when the person has held tenure at another institution of higher education and/or when their record meets departmental/school, college and university expectations for tenure. ~~would entitle them to receive tenure at UCF.~~ Candidates for tenure upon hire must submit ~~an~~ application ~~materials/dossier~~ to the department or school/unit to which they are applying. Tenured faculty in the department or unit will interview or evaluate the candidate and vote to recommend for or against tenure in that department or school and the votes shall be documented/unit. The department chair or school director/unit head shall submit their recommendation, the candidate's ~~materials/dossier~~, and the faculty ~~vote/recommendation~~ to the dean. The dean shall forward ~~their~~ his or her recommendation, the department or school/unit faculty's ~~re~~ recommendation, the candidate's ~~materials/dossier~~, and a completed "Tenure upon Hire" form to Faculty Excellence for provost's review. Tenure

shall be awarded upon recommendation by the president and approval by the Board of Trustees.

(b) External/Outside review.

1. In consultation with the department chair or school director/unit head, each faculty member being considered for promotion and/or tenure shall prepare ~~the~~ materials to be forwarded to external reviewers by the department chair or school director/unit head. These materials will include department or school/unit criteria ~~or guidelines~~, college criteria ~~if they exist~~, this university regulation, a current curriculum vitae, and other research documentation as deemed appropriate by the department or school.
2. External/Outside reviewers primarily provide comments about the quality and impact of the candidate's scholarly research and creative activity within their common discipline or area of study. ~~Typically~~ Normally, external/outside reviewers will hold the rank of professor. The preponderance of the external letters should ~~typically~~ come from individuals holding tenured positions at very high research activity universities, as designated by the Carnegie Foundation.
3. The department chair or school director/unit head and the department or school/unit promotion and tenure committee shall jointly nominate four ~~(4)~~ external/outside reviewers ~~in ranked order~~; and the faculty member being considered for promotion shall nominate their own four ~~(4)~~ external/outside reviewers ~~in ranked order~~. The candidate will select two ~~(2)~~ reviewers from the department's or school/unit's list and rank the remaining reviewers from the list. The department chair or school director/unit head, in consultation with the department or school/unit promotion and tenure committee, shall select two ~~(2)~~ reviewers from the candidate's list and rank the remaining reviewers on the candidate's list. The list of reviewers should include individuals who are able to provide an independent evaluation of the candidate. Therefore, reviewers should not be selected, and should not provide a letter where a potential conflict of interest exists (see (5)(d) below). To expedite the external reviewer process, it may be beneficial for the candidate and department to create secondary lists of potential reviewers should all individuals from the original lists decline. All letters that are received must be included in the dossier and if more than four letters are received, the chair/director should explain the circumstances that led to this result.
4. Only the department chair or school director/unit head shall ~~make~~ contact with each of the four ~~(4)~~ selected reviewers to ascertain their willingness to review the candidate's materials for promotion. Should a potential reviewer agree to undertake the review, a standard letter provided by Faculty Excellence shall be used by the department chair or school director/unit head for the purpose of providing review materials ~~submitting or emailing a dossier~~ to the external/outside reviewer. Should any decline, the department chair or school director/unit head shall contact the next ranked reviewer/candidate. If the declining reviewer is from the candidate's list, then the next reviewer on that list would be contacted; if the declining reviewer is from the department's or school/unit's list, then the next reviewer on that list would be contacted. If at any time too many potential reviewers on either list have declined so that there will not be enough external letters for the candidate's application, the process outlined above starts over to identify new reviewers to add to the corresponding list. External letters of evaluation must be available to the candidate for review

unless they waive their right to view them. Candidates must complete and provide their chair/director documentation of their waiver before external letters are solicited. External reviewers must be notified in the solicitation letter whether the candidate chose to waive their right to review the letter. If all decline, the process outlined above starts over to identify new reviewers, as necessary.

~~5. Reviewers shall not participate in the following cases:~~

~~(i) Where a potential conflict of interest exists;~~

~~(ii) If, in the reviewer's judgment, personal factors might impair their objectivity regarding an individual candidate.~~

~~5.6.~~ Once the promotion and tenure review process has started, the candidate is not to have any unnecessary contact with the externaloutside reviewers until the requested review letter is received by the university.

~~6. (e)~~ Candidate Dossier. A promotion and tenure dossier shall be accompanied by the supporting materials listed and described on the Faculty Excellence website, below:

~~1. Copies of department or unit promotion and tenure criteria and college criteria where applicable;~~

~~2. The curriculum vitae sent to the outside reviewers in the spring;~~

~~3. Current curriculum vitae, if different from above;~~

~~4. The employee's annual performance evaluations and annual assignments for the last five years;~~

~~5. Cumulative progress evaluations (inclusion of cumulative progress evaluations are optional for candidates applying for promotion to professor);~~

~~6. An overall impact statement and individual summary statements written by the candidate describing their teaching; research, scholarly, and creative activities; and service;~~

~~7. Materials supporting candidate's summary statements of teaching; research, scholarly, and creative activities compiled by the candidate. In terms of documentation of external research funding, only contracts and grants processed through the university's Office of Research, or other appropriate university entity shall be considered.~~

~~8. External reviewer's letters and a short summary of the qualifications of each reviewer.~~

~~7.9.~~ Dossier additions may be made by the candidate at any time prior to the provost's recommendation and may include items such as: publication acceptances, newly funded grants, or scholarly awards received. Depending upon the timing of an addition, newly added material may not be considered by all committees.

~~8.10.~~ Candidates may withdraw the dossier any time before the provost's final recommendation.

(5) Committee Procedures Applicable to All Promotion and Tenure Committees.

- (a) Because of the importance of the promotion and tenure process, when the committee meets to consider a candidate's application, all eligible it is expected that all promotion and tenure committee members should be present and each member should have thoroughly reviewed each candidate's dossier. Eligible members are those at or above the rank a candidate is applying to. Those voting on tenure must hold tenure at UCF. will participate fully in the process. Committees will be professional and discriminating in their decision-making process and make recommendations solely based on

department or ~~school unit~~ and college criteria, this regulation and the materials contained or referenced in the candidate's dossier. The committee's recommendations should focus on evaluating the candidate and explaining the reasons for their recommendation rather than copying information from the candidate's dossier. In cases where the votes are split, the summary of discussion must elaborate on the reason(s) for positive and negative votes. Rationale for all votes, including split votes, shall be explained within the promotion and tenure committees' recommendation. Because evaluative personnel records are being discussed, only committee members may be present for a given meeting. Committee discussions and the materials reviewed must remain confidential and therefore not discussed or shared by committee members outside of the committee meeting(s). The use of recording devices is prohibited during committee meetings and deliberations. Administrative support may be provided to the committee for the purpose of conducting a secret ballot vote.

- (b) Retired faculty may not serve on a promotion and tenure committee at any level. In addition, any faculty member who, because of serious illness or extended absence for work, cannot complete the evaluation process should not serve on a promotion and tenure committee at any level.
- ~~(c)~~ A faculty member may only serve and participate on one ~~promotion and tenure~~ committee and vote once per candidate during the process same cycle ~~—therefore, if a faculty member is serving on a college promotion and tenure committee, then they cannot also serve on a department promotion and tenure committee in that cycle for the same candidate.~~
- ~~(de)~~ Faculty serving on promotion and tenure committees at any level shall not render decisions or participate in review or discussion on any candidate where a conflict of interest exists before the committee where the following apply:
- ~~1. —Where a conflict of interest exists.~~ A conflict of interest is defined as a divergence between an individual's private interests and their employment obligations to the university such that an independent observer may reasonably question whether the individual's actions or decisions are partially or wholly influenced or determined by considerations other than the best interest of the university. Examples include but are not limited to: where the faculty member and the candidate are relatives (see University Policy 3-008.2 for the definition of relative); where the faculty member has an outside financial interest in or with the candidate; where the faculty member has a substantial publication record with the candidate such that the unique contributions of the candidate cannot be determined; where the faculty member supervised the candidate's dissertation, thesis or post-doctoral appointment.
 - ~~2. —When any personal factor(s) might impair the faculty member's objectivity regarding an individual candidate;~~
- ~~(ed)~~ When to identify a conflict of interest. A faculty member serving on a promotion and tenure committee at any level should ~~be able to~~ identify a conflict of interest with regard to a particular candidate prior to the review of the candidate's dossier. Where the faculty member knows there is a conflict of interest with the candidate, it is improper for the faculty member to review the candidate's dossier. There may be circumstances in which a faculty member serving on a promotion and tenure committee may not know in advance of a conflict of interest. I—in such instances, as soon as the conflict of interest is identified, the faculty member must identify the conflict to Faculty Excellence and remove themselves from the process and all discussions and votes pertaining as to that candidate and may not further review the candidate's dossier. If

there is a question regarding conflict of interest and committee service, Faculty Excellence can provide assistance.

- (fe) Remote meeting attendance may be utilized at the discretion of the committee chair as long as all members have equitable access to the meetings and a process to ensure the secret ballot polling of members has been established. When remote attendance is used, If a committee member is outside of the greater metropolitan area; Voice and or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for department promotion and tenure committee meetings. When voice or video calls are utilized, the chair of the committee shall be delegated signature authority to record the vote and sign the record of attendance for the ~~missing committee member(s) attending remotely. The use of recording devices is prohibited during committee meetings and deliberations.~~

(6) Committee Procedures at Department, College, and University Levels.

- (a) Department or ~~school~~unit promotion and tenure committee.
1. A department or ~~school~~unit promotion and tenure committee shall be established to provide promotion and tenure recommendations to the department chair or school director~~function as an advisory group to the department chair or unit head~~ and shall consist of all tenured department or ~~school~~unit faculty at or above the rank being sought by candidates in the department or ~~school~~unit. In instances when a department or ~~school~~unit has fewer than three (3) full-time tenured faculty at the rank required, additional tenured faculty at the rank required must be added from other related disciplines within the college or university. The department chair or ~~school director~~unit head, in consultation with the dean and department or ~~school~~unit faculty, shall identify (a) potential committee member(s) who is or are willing to serve in this role. The same committee member(s) must serve on the department or ~~school~~unit committee for all candidates seeking promotion and tenure for that cycle, in that department or ~~school~~unit.
 2. Committee members may not serve on or participate in a department or ~~school~~unit promotion and tenure committee if they have been elected to represent the department or ~~school~~unit on the college promotion and tenure committee in the same college, the university promotion and tenure committee, or serve as a department chair or ~~school director~~unit head in the same college.
 3. The department chair or ~~school director~~unit head shall call the initial meeting to organize and charge the committee. The promotion and tenure committee chair shall be a member of the promotion and tenure committee elected by majority vote of its members and shall call the promotion and tenure committee into session to transact such business as required. A quorum shall consist of the attendance of all eligible committee members, when practicable, but not less than a majority of the committee members or fewer than three persons.
 4. Each department promotion and tenure committee member shall be physically present to vote on the candidate being evaluated and may only vote on dossiers they have personally reviewed,~~except in those cases as outlined above or if voice or video calls are part of the approved procedures.~~ The vote shall occur after ~~promotion and tenure~~ committee discussion, and the results shall be documented~~recorded.~~ ~~A promotion and tenure committee member shall vote only on dossiers that they have personally reviewed and participated in committee discussions about.~~ Each evaluation and recommendation must be

accompanied by an assessment of the candidates qualifications for tenure and/or promotion and include an explanation of the promotion and tenure committee's recommendation action. Simply restating the numerical vote in the narrative is not sufficient. In the case of any split vote, there must be a written explanation of the split vote. Abstentions are allowed only in cases of conflict of interest.

5. In addition to the evaluation and assessment, the promotion and tenure committee chair must also provide shall forward to the department chair or unit head the following:
 - (i) The record of attendance of all promotion and tenure committee meetings;
 - ~~(ii) The promotion and tenure committee's evaluation and recommendation;~~
 - ~~(iii) The candidate's dossier containing all evaluation materials;~~
 - ~~(iv) The results of the secret ballot poll of the tenured faculty (for tenure) and tenured faculty at or above the rank (for promotion) a candidate for tenure and promotion for each candidate; and~~
 - ~~(v) If applicable, a sealed envelope containing the official votes of the promotion and tenure committee regarding promotion and tenure.~~
 6. ~~The department chair or unit head shall transmit~~ the promotion and tenure committee's evaluation and recommendation will be transmitted to the faculty candidate for review and optional response potential comment.
 7. Evaluated faculty members may review and, if desired, provide a response to the committee's evaluation and recommendation within five (5) calendar days after receipt of notice of the department promotion and tenure committee's recommendation. Any response will become part of the candidate's dossier.
 8. After the five (5) days available for the candidate's optional response has passed, the department chair or school director unit head within seven (7) calendar days will review the dossier and recommend in favor of or against promotion and tenure, ~~and forward the recommendations and comments to the candidate for review and potential comment.~~
 9. An evaluated candidate may review and, if desired, provide a response to the department chair's or school director unit head's evaluation and recommendation within five (5) calendar days after receipt of notice of the department chair's or school director unit head's recommendation. Any response will become part of the candidate's dossier.
 10. ~~Following Once~~ the five (5) calendar day period for optional response by the candidate ~~has passed~~, the candidate ~~shall forward their~~ dossier will advance to the college committee.
- (b) College promotion and tenure committee.
1. A college promotion and tenure committee consisting of one (1) tenured faculty member at the rank of professor elected from each department or school shall be established unit shall be established within each college to function as an advisory group to provide promotion and tenure recommendations to the dean; if no tenured professor is available in a department or school unit, then a tenured associate professor may serve in this role be elected but cannot not participate or vote in discussions relating to faculty candidates for the rank of professors.
 2. ~~An alternate college promotion and tenure committee member must be elected in the event a regular committee member is unable to serve. Each spring, when department or unit and college promotion and tenure committees are being formed, tenured faculty in a given college shall elect an alternate college~~

~~promotion and tenure member. The alternate college promotion and tenure committee member shall not serve on any department or unit committees within that college or on the university promotion and tenure committee. If the alternate is selected to serve on the college promotion and tenure committee, they must review all the candidate dossiers.~~

23. Department chairs or unit heads/school directors and ranked deans (e.g. assistant and associate) may not serve on the college promotion and tenure committee.
34. Each college promotion and tenure committee member shall serve a term of two ~~(2)~~ academic years. Terms shall be staggered to provide for continuity and uniformity of committee action.
54. College promotion and tenure committee members may not serve two ~~(2)~~ successive terms, except in departments or schools/units with only one ~~(1)~~ professor eligible to serve.
65. With ample notice, vacancies on the college committee are filled by eligible faculty during the term in which they occur from the same department or school/unit, but only for the remainder of the departed person's term.
76. Faculty members serving on a department or school/unit promotion and tenure committee within the same college or the university promotion and tenure committee may not serve on, attend, or participate in discussions with the college promotion and tenure committee. ~~They also may not participate in or attend committee discussions related to the candidates or vote on candidates' dossiers as part of the college promotion and tenure committee. Faculty members serving on the college committee may not attend or participate in department promotion and tenure committee meetings.~~
87. Colleges with fewer than three ~~(3)~~ departments or or units, schools ~~or academic units~~ shall elect tenured ~~full~~ professors to serve on the college promotion and tenure committee to attain a minimum of three ~~(3)~~ promotion and tenure committee members. If fewer than three ~~(3)~~ tenured, ~~full~~ professors are available to serve, supplemental faculty from other colleges will be added to the college promotion and tenure committee. The dean, in consultation with the college faculty, shall identify potential candidates who are willing to serve in this role ~~and will organize the initial committee meeting. These S~~ supplemental committee members shall be tenured professors; ~~who are elected by majority vote of tenured and tenure-earning faculty of the affected departments or units;~~ the same supplemental committee member must serve on the college committee for all candidates seeking promotion and tenure for that cycle in that college.
98. The college dean shall ensure members of the college promotion and tenure committee are elected at individual department or school/unit meetings in the spring semester and will initiate and charge the college committee.
109. College promotion and tenure committee members shall not serve ~~and shall be replaced by an alternate~~ if any of the conflict of interest conditions noted in ~~sections (5)(b) or (5)(c) in~~ this regulation are present.:
110. The college promotion and tenure committee chair shall be ~~a member of the college promotion and tenure committee~~ elected by a majority vote of its members; and shall call the committee into session to transact such business as required.
121. A quorum shall consist of the attendance of all promotion and tenure committee members, when practicable. However, a quorum shall not be less than a majority

~~seventy (70) percent~~ of the college promotion and tenure committee members or fewer than three persons.

132. The college promotion and tenure committee shall complete an evaluation and recommendation based on department or ~~school~~unit and college criteria for each candidate for promotion and tenure.

143. Each college promotion and tenure committee member shall vote by secret ballot on each case considered, and the result shall be documented~~recorded~~. ~~A~~P~~romotion and tenure committee members~~ must be physically present to vote and may only vote on dossiers that they have personally reviewed and participated in committee discussions about. Remote meeting attendance may be utilized at the discretion of the committee chair as long as all members have equitable access to the meeting and a process to ensure the secret ballot polling of members has been established. Voice or video calls may be used at the discretion of the college promotion and committee member chair. Voice or video calls may be utilized at the discretion of the committee chair when a member cannot be physically present for promotion and tenure committee meetings. When remote attendance is incorporated, voice or video calls are utilized, the chair of the committee shall be delegated signature authority to record the vote and sign the record of attendance for the ~~remote~~ committee member(s) attending remotely.

154. Each evaluation and recommendation should focus on evaluating the candidate and explaining the reasons for their recommendation, rather than copying information from the candidate's dossier. In cases where the votes are split, the summary of discussion must elaborate on the reason(s) for the positive and negative votes~~must be accompanied by an explanation of the promotion and tenure committee's action, including an explanation of split votes. Abstentions are only allowed in cases of conflict of interest.~~

165. In addition to the evaluation and recommendation, ~~T~~the college promotion and tenure committee chair shall transmit the forward to the dean the following:

- (i) The record of attendance of all college promotion and tenure committee meetings;
- (ii) ~~The college promotion and tenure committee's evaluation and recommendation~~A record of the official committee votes;
- (iii) ~~The candidates' dossiers containing all evaluation materials; and~~
- (iv) ~~If applicable, a sealed envelope containing the official votes.~~

176. ~~The dean shall transmit college promotion and tenure committee recommendation and evaluation to each candidate for review and potential comment.~~ Each evaluated candidate may review and, if desired, provide a written response to the committee's evaluation and recommendation within five ~~(5)~~ calendar days after receipt ~~of notice~~ of the college promotion and tenure committee's recommendation. Any response shall be contained in the candidate's application dossier. The dossier will be transmitted to the dean for review after the optional response period has ended.

(c)18. Dean Review.

1. ~~Once the five (5) calendar day period for optional response by the candidate has passed, within two (2) weeks,~~ The dean will review the candidate's dossier and recommend in favor of or against the candidate's application for promotion and/or tenure and then transmitsend their recommendations and comments to the candidate for review and optional response~~potential comment~~.

~~219.~~ Within five (5) calendar days, the candidate may review and respond to the dean's recommendations. Any response will become part of the candidate's application dossier.

~~320.~~ Once the five (5) calendar day period for optional response by the candidate has passed, the dossier will move forward to the next step.~~dean shall forward the candidate's dossier to Faculty Excellence.~~

(de) University promotion and tenure committee.

1. The university promotion and tenure committee shall be established to provide promotion and tenure recommendations to the provost. ~~function as an advisory group to the provost.~~ The university promotion and tenure committee is a reporting committee of the Faculty Senate. It shall consist of one (1) tenured faculty member from each college who hold the rank of professor and is an who are active scholars within their discipline. If a college lacks a tenured professor, the college will not be represented on the university promotion and tenure committee. Department chairs or school directors~~unit heads~~ and ranked deans may not serve on the university promotion and tenure committee.
2. Each college shall provide one university promotion and tenure committee member, who has been elected by the tenured and tenure-earning faculty of that college, to serve for staggered two-year terms. The university promotion and tenure committee chair is elected annually by the university promotion and tenure committee at its first meeting.
3. Vacancies are filled during the term in which they occur from the same college for the remainder of that person's term and the person shall not have served on any other promotion and tenure committees in that cycle.
4. The provost will schedule the initial meeting to charge the university promotion and tenure committee. All members of the committee should be present. If a committee member is not able to attend, they must meet with the provost or designee before participating in committee work.
5. University promotion and tenure committee members shall not serve and shall be replaced by an alternate when any of the conflict of interest conditions noted in sections (5)(b) or (5)(e) of this regulation are present.
6. The university promotion and tenure committee shall review the evaluation materials of tenured or tenure-earning faculty under consideration ~~for a change of status~~; except that those dossiers that have received unanimously positive votes from all prior levels of review shall move directly to the pProvost for review. The pProvost may request review of a dossier by the university promotion and tenure committee prior to the Provost making a final recommendation.
7. A quorum shall consist of the attendance of all university promotion and tenure committee members, when practicable. However, a quorum shall not be less than seventy (70) percent of the university promotion and tenure committee members.
8. ~~Within six (6) weeks, the~~ The university promotion and tenure committee shall complete an evaluation and recommendation for each candidate assigned for review for promotion and tenure. Each university promotion and tenure committee member, unless recused, shall vote on each case considered and the result shall be documented~~recorded~~. A university promotion and tenure committee member ~~in the greater Orlando area~~ must be physically present to vote and may vote only on dossiers that they have personally reviewed. Remote

attendance may be used at the discretion of the committee chair as long as all members have equitable access to the meeting and a process to ensure the secret ballot polling of members has been established.~~Voice or video calls may be used only at the discretion of the university promotion and committee member chair. The use of recording devices is prohibited during committee meetings and deliberations.~~

9. Each evaluation and recommendation must be accompanied by an explanation of the university promotion and tenure committee's action, including an explanation of positive and negativesplit votes. ~~Abstentions are allowed only in cases of conflict of interest.~~
10. The university promotion and tenure committee chair shall transmit forward to Faculty Excellence the recommendations and votes of the university promotion and tenure committee and the following:
 - (i) The record of attendance of all promotion and tenure committee meetings;
 - (ii) The university promotion and tenure committee's evaluations and recommendations;
 - (iii) Each candidate's dossier containing all evaluation materials; andThe results of the secret ballots for promotion and tenure for each candidate.
 - (iv) A sealed envelope containing the official votes.
11. The evaluated candidate will then have ~~Within~~ five (5) calendar days in which to review, and if desired, provide a response to the ~~of receiving the~~ university promotion and tenure committee's recommendations. ~~Faculty Excellence shall forward the university promotion and tenure committee's recommendation to each candidate for review and potential response. The evaluated candidate will then have five (5) calendar days in which to review and, if desired, provide a response to the university promotion and tenure committee's recommendations.~~ Any response will be contained within the dossier and the dossier will then be transmitted to the provost ~~by Faculty Excellence.~~
12. ~~The following shall be forwarded to the provost:~~
 - ~~(i) The record of attendance;~~
 - ~~(ii) The university promotion and tenure committee's evaluation and recommendation;~~
 - ~~(iii) The candidate's dossier containing all evaluation materials; and~~
 - ~~(iv) A sealed envelope containing the official votes of the university committee.~~
 - ~~(g) Provost Review. The provost will review the candidate's dossier and make their recommendations~~ in favor or against the candidates application for promotion and/or tenureand comments based on the materials contained or referenced in the candidate's dossier. ~~Upon review of the candidate's information, the Provost will recommend in favor of or against the candidate's application for promotion and or tenure.~~

(eh) Promotion Decision and Notification.

1. Final promotion decisions are made by the president and provost, while tenure decisions reside with the Board of Trustees. The provost presents recommendations for tenure to the university Board of Trustees. Only with affirmation by the university Board of Trustees is tenure awarded.
2. Promotion and tenure become effective at the beginning of the succeeding academic year.

3. If a faculty member is denied promotion and/or tenure, they have the option of using a grievance process to contest the outcome. If an in-unit faculty member is denied promotion and or tenure, they have the option of using must follow the grievance procedureess that is outlined within in the current collective bargaining agreement and non-unit faculty must follow the grievance procedure in Regulation UCF-3.036.

Authority: BOG Regulation 1.001. History–New 7-9-14. Amended 1-5-15, 7-5-16, 5-16-19. _____-24.



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

DISC-1: DSO Operating Overviews

Proposed Committee Action

Review the provided DSO Operating Overviews for direct support organizations.

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: DSO Risk Assessment Program Plan

NOTE: Individual DSO Operating Overviews are available in the resources section of OnBoard.

Facilitators/Presenters

Lauren Ferguson, Assistant Vice President, Board Relations



DISC-1: DSO Operating Overviews

EXECUTIVE SUMMARY

Objective

To enhance the Board of Trustees' oversight of the University of Central Florida's seven Direct Support Organizations (DSOs).

Summary of Key Observations/Recommendations

DSO corporate officers, in partnership with their respective board chairs and assigned legal counsel, have prepared Operating Overview documents for each DSO to provide:

- The purpose and position of the organization.
- The DSO's alignment with UCF's objectives and strategic plan.
- Compliance and regulatory requirements applicable to the DSO.
- A five-year plan with related goals and key performance indicators (KPIs).
- How the DSO will monitor and evaluate its health and progress toward goals.
- The DSO's risk management overview.
- Related attachments are provided as appendices.

Additional Background

The Governance Committee reviewed the template utilized for the provided DSO Operating Overviews at its meeting on September 27, 2023, and did not suggest any edits. This occurred during a DSO Recommendations update provided by Assistant Vice President for Board Relations, Lauren Ferguson.

Rationale

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

Implementation Plan

DSO Operating Overviews are effective immediately. Each DSO will undergo a comprehensive assessment on a rotating five-year schedule to assess its progress toward its stated goals and adherence to its mission. A DSO Risk Assessment Program Plan is provided as related Attachment A.

Resource Considerations

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

Conclusion

Staff recommends Trustees provide feedback on the DSO Operating Overviews.



Direct Support Organization Risk Assessment

DSO Assessment Program Plan

- 1) Establish criteria to evaluate each DSO consistent with university's enterprise risk management program structure
- 2) Develop DSO assessment schedule
- 3) Conduct high-level risk assessment of each DSO and communicate results to leadership and Board

Risk Assessment Categories

Compliance / Legal/ Regulatory



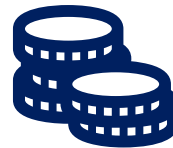
- Recent / open audits
- Significant contractual obligations
- Key compliance factors
- Governance structure

Operational



- People
- Key operational processes
- Technology systems
- Key IT risks

Financial



- Financial metrics
- 3-year financial statements
- Major financial obligations
- Going concern

Hazard / Safety



- Exposure to potential hazards
- Lawsuit and claims history
- Current insurance coverage

Strategic




- Key initiatives
- Execution of purpose
- Emerging risks / issues

Category Assessment Criteria

<p style="text-align: center; color: white;">High</p>	<p>Potential for extensive media coverage or impact to DSO or UCF brand</p> <p>Major operational disruption for sustained duration and / or with long-term effects or inability to safely conduct business or meet organization's purpose</p> <p>Substantial impact to funding sources or expense sources; potential for financial insolvency</p> <p>High probability for the impact to occur in the next five years and / or occurs quite often; impact materializes quickly</p>
<p style="text-align: center; color: black;">Medium</p>	<p>Potential for significant media coverage or impact to DSO or UCF brand</p> <p>Moderate operational disruption or delays which may have sustained duration or significant impact to funding or expense sources</p> <p>Impact as likely to occur as not in the next five years and / or occurs sometimes; impact materializes in 1 to 3 years</p>
<p style="text-align: center; color: white;">Low</p>	<p>Potential for little to no media coverage or impact to DSO or UCF brand</p> <p>Negligible to minor delays or disruptions; ability to maintain (grow) funding sources and contain (reduce) costs</p> <p>Low probability for the impact to occur in the next five years and / or occurs rarely; impact materializes in 3 years or greater</p>

Assessment Output

- ❑ Output summarizes factors which may contribute to the risk DSO's operations and/or performance
- ❑ Each category of risk is evaluated based on assessment criteria
- ❑ An overall risk ranking is assigned to the DSO for comparative purposes
- ❑ Supplemental data provided to support Governance Committee oversight

UCF Office of Enterprise Risk and Insurance			
DSO Risk Profile Analysis As of 12/31/2023			
			
UCF Knight Time Incorporated			
UCF Knight Time Incorporated was incorporated in 1983 to support the university's entertainment efforts. In collaboration with university leadership UCF Knight Time Incorporated provides cutting-edge solutions for dining, adventures, and rest supportign its goals of relaxation and fun.			
Board Chair	Robert Smith, President Take Me Away Industries	Chief Executive Officer	Courtney Sullivan, Vice-President Employee Fun Committee
Employees	0	DSO Profile Assessment	M
Compliance / Legal / Regulatory			L
Recent audit revealed no deficiencies regarding financial controls or issue with financial statements Knight Time is governed by multiple laws and all university policies; review of the 2 key laws Napping and Brunch showed consistent compliance. No recently settled or open lawsuits; at least 1 significant claim settlement in last 5 years. Largest contract is with Vested, Inc. Terms reviewed and approved by UCF General Counsel. Contract expires 2028.			
Financial			M
The cost of UCF Knight Time's core services are extremely sensitive to inflation as reflected in year-over-year change to expense. UCF Knight Time recently signed a long-term contract with "Have Fun" for next 15 years. This contract agreement represents the 2nd largest financial outlay for the organization. The appendix includes certain financial metrics associated with the UCF Knight Time's performance.			
Operational			H
Currently no succession plan in place for three key areas of entity's operations IT security, compliance, and finance. Knight Time's primary processing platform vendor has communicated the have been purchased by an organization incorporated in China. Transition is expected to occur by the end of the year. No suitable alternative has been identified.			
Hazard / Safety			L
Knight Time currently purchases adequate insurance coverage for general liability, automotive liability, and director & officers exposure Review of five year loss history shows several general liability claims including at least 1 significant claim resulting in settlement.			
Strategic			L
An evaluation of Knight's short-term and long-term objectives, show alignment of objectives with execution of organization's purpose Knight Time has outlined 3 key initiatives (1) Identifying new restaurants, (2) prioritizing spa locations, and (3) planning future vacations. The leadership team has developed key indicators (appendix) and are on track to achieve by the established target dates.			
Summary / Additional Considerations			
UCF Knight Time has been assessed at a medium risk level based the items outlined above. Opportunity to reduce the risk level to low exist by evaluating and developing a plan to address the following key items: (1) Personnel succession / cross training for compliance, finance, and IT. (2) Identification of suitable solution for processing platform vendor, and (3) evaluation of options to reduce expenses including contractual protections against inflation.			

DSO Risk Review Schedule

2024

UCF Foundation

2025

UCF Athletics Association, Inc.
 UCF Stadium Corporation

2026

UCF Academic Health, Inc.
 Central Florida Clinical Practice Organization, Inc.

2027

UCF Research Foundation

2028

UCF Convocation Corporation
 UCF Finance Corporation



Board of Trustees

Governance Committee

February 22, 2024

Agenda Item

INFO-1: Leadership Criteria

Proposed Committee Action

Staff recommends that Trustees review the provided document and provide feedback on the Leadership Criteria to the Board Office.

Authority for Board of Trustees Action

N/A

Supporting Documentation Included

Attachment A: Presidential Leadership Criteria Assessment Form

Facilitators/Presenters

Youndy Cook, Vice President and General Counsel



INFO-1: Leadership Criteria

EXECUTIVE SUMMARY

Objective

This item is presented for the Governance Committee's review of the Assessment of Leadership Competencies for use as part of the presidential assessment.

Summary of Key Observations/Recommendations

The Assessment of Leadership Competencies is part of the Presidential Assessment and Incentive Plan. The leadership competencies are used to evaluate the president across twelve assessment criteria, which are: personal characteristics; strong academic leader/faculty focus; student focus; community engagement; partnerships and external relations; administrative acumen, judgment, and decision making; resource alignment with university mission; athletics knowledge; knowledge of metropolitan universities; leadership; relationship with governance; and financial acumen. A thirteenth criteria addresses overall performance. The Assessment Criteria have been revised from prior years to better reflect the University's strategic plan goals.

Additional Background

The last presidential assessment was conducted in November 2023 via structured interviews with Trustees utilizing the prior version of the Assessment of Leadership Competencies instrument. The assessment criteria at the time 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; and financial acumen.

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 annual assessment of the president's leadership, in addition to being mandated by BOG regulation, ensures regular review regarding whether the president is performing in alignment with the university's strategic objectives and maintaining appropriate operational leadership.

Implementation Plan

The revised Leadership Criteria will be presented for the Board of Trustees review and approval at the June meeting.

Resource Considerations

N/A

Conclusion

Staff recommends that Trustees review the provided document and provide feedback on the Leadership Criteria to the Board Office.



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

Part 1: Assessment of Leadership Competencies

Assessment Criteria	Rating & Comments
1. Personal Characteristics <ul style="list-style-type: none"> • High level of integrity. • Resilient, able to learn from failures and move constantly forward. • Tolerant of risk and encourages creativity and innovation 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations
2. Strong Academic Leader / Faculty Focus <ul style="list-style-type: none"> • Committed to academic excellence and investing in programs of strategic emphasis. • 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. • Strong personal and professional academic background. 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations
3. Student Focus <ul style="list-style-type: none"> • Committed to student success. • Committed to undergraduate education, as well as dedication to and understanding of graduate and professional education and research. • Respect and concern for students. 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations
4. Community Engagement <ul style="list-style-type: none"> • Creates a welcoming and inclusive environment for all students, faculty, and staff. • Desire and ability to address access and inclusion. • Focused on attracting and retaining high-quality faculty and staff. 	<input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations

<p>5. Partnerships and External Relations</p> <ul style="list-style-type: none"> • Demonstrated record of partnership and spirit of entrepreneurship. • Ability to engage with community partners to build strong relationships on behalf of the university. • Ability to work with a variety of government partners and agencies to support the university's mission. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>6. Administrative Acumen, Judgement, and Decision Making</p> <ul style="list-style-type: none"> • Demonstrated record of building, nurturing, and working with a high-caliber leadership team. • 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. Resource alignment with University Mission</p> <ul style="list-style-type: none"> • Ability to acquire resources from a variety of sources, including fundraising. • Strategic pursuit of revenue diversification. • Aligns university resources in support of the strategic plan. 	<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"> • Appreciates the significant role of intercollegiate athletics in the life of the university. • Understands the changing intercollegiate athletics landscape. 	<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"> • Keen understanding of the unique mission of 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. Leadership</p> <ul style="list-style-type: none"> Engages university community in the strategic plan to achieve the university’s goals. Cultivates the institution’s unique strengths and character with a commitment to academic, operational and inclusive excellence. Demonstrated ability to foster a culture of innovation and collaboration. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<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). 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>12. Financial Acumen</p> <ul style="list-style-type: none"> Effective and efficient financial management. 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. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>
<p>13. Overall Assessment</p> <ul style="list-style-type: none"> Consideration of the president’s overall performance over the last year. 	<p><input type="checkbox"/> Does Not Meet Expectations <input type="checkbox"/> Meets Expectations <input type="checkbox"/> Exceeds Expectations</p>

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.