



**University of Central Florida Clarification Following
Board of Governors Staff Analysis:**

UCF Downtown Campus

December 18, 2015

Table of Contents

Introduction.....	3
Project Scope and Purpose.....	3
Table 1. Comparison of industry concentrations in the surrounding areas of the UCF main campus and the UCF Downtown site.....	4
Projected Operational Costs, Capital Costs, and Revenues	5
Project Priority	6
Meeting Enrollments.....	7
Initial Enrollment Projections	8
Table 2. Projected enrollment breakdown at UCF Downtown.....	10
Figure 1. Student behavior by learning modality, Fall 2015	11
Appropriateness of Moving Certain Programs	12
Current Provision of Programs at Other Geographic Locations.....	13
Enrollments Associated with Distance Learning.....	14
Internship Availability and Requirements	15
Figure 2. UCF Downtown and surrounding community	16
Academic and Research Synergies	17
References.....	18
Appendix I	19

Introduction

On December 4, 2015, the University of Central Florida (UCF) submitted a draft addendum to its October 2015 Type I Proposal for a downtown campus. Based upon an analysis and feedback from Board of Governors staff, UCF submits this clarification on December 18, 2015 to further answer questions about the project, following the same format as the Board of Governors' staff analysis.

How to read this document: Board of Governors staff analysis and questions are italicized with UCF's responses provided below each item. The university welcomes the opportunity to provide further clarification to any additional questions about the downtown campus.

Brief overview of UCF Downtown: The downtown campus is a continuation of UCF's success with location-based education – or establishing the intellectual anchors of growing industry clusters to deepen students' learning and professional preparation for those industries. UCF's experience with the Rosen College of Hospitality Management in the heart of Orlando's tourism corridor supports this type of engagement and proves that this model is a success. UCF expects similar results in downtown Orlando, and will further detail this evidence from the Rosen College in a later "Enrollment" section of this document.

The downtown campus will immerse UCF students in a stimulating environment and profoundly increase student access to and awareness of authentic learning opportunities and relevant community-based activities including internships, service-learning, and diverse learning experiences, all of which are categorized by the American Association of Colleges and Universities as "high-impact educational practices." Such practices have been shown in research to promote "deep learning" that leads to gains in learning and personal development (Kuh 2008); to lead to "greater educational gains, higher grades, and greater satisfaction with college" (Laird 2008); that result in greater student engagement (Center for Community College Student Engagement 2013); and promote success of underserved students in particular (Finley and McNair 2013).

Project Scope and Purpose

Board of Governors states that it is not clear whether the stated number of jobs in downtown Orlando cited in the Type I proposal "are all unfilled jobs and whether these are jobs that would be targeted toward graduates from the Downtown Campus programs."

UCF's original Type I submission indicated that more than 74,000 people work downtown – this data was provided from the City of Orlando to offer context for the overall workforce environment, not to show vacant positions. Further industry data for the surrounding UCF Downtown location indicate higher concentrations of businesses and organizations affiliated with the degree programs that UCF intends to relocate downtown, as illustrated by Table 1 below.

INDUSTRY	UCF MAIN CAMPUS AREA	UCF DOWNTOWN AREA
Communications	36	96
Government	27	414
Legal Studies	31	768
Health Services and Social Assistance	279	884

Data provided by Orlando Economic Development Commission of companies and/or organizations by NAIC and SIC codes for zip codes 32817, 32826, 32828, and 32825 (UCF Main Campus Area), and 32801, 32803, 32804, and 32806 (UCF Downtown Campus Area).

Table 1. Comparison of industry concentrations in the surrounding areas of the UCF main campus and the UCF Downtown site. Entries represent companies and organizations.

In UCF’s experience, internship opportunities for students at the Rosen College of Hospitality Management significantly grew after the college relocated to the tourism corridor. In the past decade, the number of Rosen College students in co-op or internship courses has grown from about 520 to 2,800 today. This is due in large part to the dense concentration of tourism and tourism-related industry in such close proximity to the Rosen College campus. Similarly, UCF expects that students at the downtown campus will have increased internship opportunities – as well as more relevant work experiences while studying downtown.

Board of Governors staff suggested the Board should “consider the primary question of whether the overall project is a response to an unmet demand for postsecondary education, economic development, or both.”

UCF Downtown is a response to unmet demand for post-secondary education. The campus will provide access to post-secondary education in the immediate downtown area, where degree attainment is lower than the rest of the region. It also will help advance the region’s economic prosperity. As a metropolitan research university, UCF is committed to efforts to attract, retain, and grow Florida’s innovation economy by building quality research and academic programs in areas that impact existing and emerging industry clusters, and by partnering with innovative companies and organizations to advance this mission.

Nine of the 14 academic programs slated to relocate downtown are in areas of Strategic Emphasis, which the Board of Governors has identified to better align universities’ degree-production goals with unmet job needs across the state. A further breakdown of the UCF Downtown academic programs in Strategic Emphasis areas is below:

- **Critical Workforce – Health:** 4 degree programs focused on health service administration and informatics.
- **Critical Workforce – Gap Analysis:** 2 degree programs focused on communications; and 1 graduate certificate in corporate communications.

- **Economic Development – STEM:** 2 degree programs focused on Digital Media and Interactive Entertainment.

Regarding the question of scope, Board of Governors staff suggests “UCF’s downtown Center for Emerging Media appears to be currently under-utilized. If this is the case, the Board of Governors should consider whether building more infrastructure downtown is desirable.”

UCF’s Type I proposal also included the renovation of an existing facility on the downtown site – the Center for Emerging Media. The building currently houses the Florida Interactive Entertainment Academy (FIEA) – a master’s degree in an area of Strategic Emphasis as defined by the Board of Governors – along with programs in Emerging Media and Character Animation, and community-facing initiatives encouraging the use of technology in K-12 classrooms. Being downtown – in closer proximity to the growing digital media cluster and Electronic Arts – has helped FIEA distinguish itself as North America’s No. 2-ranked graduate video gaming school.

When UCF partnered with the City of Orlando to create FIEA a decade ago, 11,000 square feet were left undeveloped for future use and expansion. When UCF referenced “under-utilized” space in the Type 1 proposal, it was referring to this undeveloped 11,000 square feet.

The Center for Emerging Media site is currently designated as a Special Purpose Center, only allowing up to 300 FTE. Renovating the Center for Emerging Media, as referenced in the Type 1 proposal, will allow the facility to support 1,000 more UCF and Valencia College digital media students. UCF is committing university resources to support this renovation because it is a major component of the overall campus proposal. It is important to note that this renovation relies on classroom space in the new academic building to support the additional UCF and Valencia students. Renovating this facility alone, without the new academic building, will not provide the necessary infrastructure for a robust downtown campus.

Projected Operational Costs, Capital Costs, and Revenues

Board of Governors staff state that the operating budget for the downtown campus is heavily tied to tuition and fees, and overall enrollment projections are “imperative” to the campus’ budget model.

UCF is confident it will meet the enrollment projections stated in the Type I proposal. It is important to understand that the campus’ budget model is based upon the student credit hours that will be produced by departments relocating downtown, where faculty, department resources, and other services will be based, or “headquartered,” regardless of learning modality.

Further response to questions about enrollment are included in the “Enrollment” section of this document.

Board of Governors staff mentioned “additional unspecified costs would be associated with renovation of the Center for Emerging Media facility.”

Renovations at the Center for Emerging Media are expected to cost about \$5 million, which the university has already allocated from internal resources. The university has closely worked with an outside cost-estimator, Clancy & Theys, to ensure these dollars will be sufficient for the planned renovation.

Board of Governors staff states the Type I proposal “does not provide specific information as to the source of funds” that are associated with UCF’s \$20 million contribution to the \$60 million new academic building.

UCF proposes a funding model for the new academic building that would require the university to contribute \$20 million toward construction. These funds would come from multiple sources, such as vendor transaction rebates and concessions, auxiliary facility rental fees, interest earnings on auxiliary cash balances, and appropriate direct support organization contributions. The remainder of the new academic building would be funded by \$20 million in philanthropy and a \$20-million request for state funding.

Board of Governors staff questions whether students would take advantage of the 300 beds of student housing proposed for the downtown campus based on the number of part-time students enrolled and the average age of students in the programs.

Since UCF submitted its Type I proposal in October 2015 and draft addendum on December 4, 2015, the university has adjusted its plans, and there will be no university-constructed housing on the university’s 15-acre site when the campus opens in 2018. The private developer will continue its plans to deliver student housing adjacent to the new academic building upon the opening of the campus. UCF will continue to work with the private developer to ensure the appropriate number of beds is available to meet students’ housing needs.

Project Priority

Board of Governors staff suggests the priority of the UCF Downtown Campus should be compared “to other System priorities.”

While this section would be best addressed by the Board of Governors, UCF believes that the downtown campus will provide the State University System (SUS) and Florida taxpayers with a significant return on investment – both academic and economic. The university is proposing a 2:1 funding match, only requesting \$20 million from the state for a \$60 million facility.

Compared to other SUS institutions, UCF already awards more degrees and serves more

students (FTE) per square foot.¹ UCF's figures compared to the SUS are below:

- UCF: 157 Square Feet /Degree Awarded – 58 Square Feet / FTE
- SUS: 297 Square Feet / Degree Awarded – 106 Square Feet / FTE

Upon opening, students at the downtown campus are expected to earn more than 1,800 degrees annually – a majority in areas of Strategic Emphasis – contributing toward the Board of Governors' 2025 goal of awarding 90,000 bachelor's degrees annually. UCF will help meet this goal, while having the lowest average cost per bachelor's degree to the state:

- UCF: \$22,430 for 2010-14
- SUS: \$27,260 for 2010-14

Additionally, an updated economic impact analysis of the project shows the downtown campus will create over 2,000 jobs and \$90 million in wages (direct, indirect, and induced), and generate more than \$205 million in gross economic income in a typical year across state and local economies.²

When comparing this request to others, the SUS will realize more degrees for the capital investment requested, at a lower cost to the state, while meeting the needs defined by the Board of Governors.

Meeting Enrollments

Board of Governors staff draws attention to the mention of a “reverter clause” in the original Memorandum of Understanding submitted with the Type I proposal. Specifically, the MOU included a statement that all deeds for the transfer of land downtown would be tied to a minimum number of students agreed to by both parties.

Since UCF submitted its original Type I proposal, the City of Orlando has dropped the “reverter clause” in its Memorandum of Understanding with the university. A letter from City of Orlando Mayor Buddy Dyer is attached to this updated addendum as Appendix I.

Board of Governors staff outline enrollment questions in five distinct areas: “(1) the initial accuracy of enrollment projections; (2) considerations as to which programs would be most appropriate to relocate; (3) the choice of programs to move downtown that are currently being offered at regional campuses; (4) the choice of programs to move downtown that are currently

¹ Data pulled from Board of Governors' report on university facilities by categories used in capital outlay budgeting, inventory of net assignable square feet as of June 30, 2012

² November 2015 update from GAI Consultants, Inc.

being offered wholly or in part online; and (5) realistic prospects for internships in general, as well as specifically for those programs that require internships as part of program requirements.”

UCF responds to each of the concerns in the subsections below.

Initial Enrollment Projections

The Board of Governors staff indicated the Board should question the extent to which enrollments at the UCF Downtown location “may be optimistic.”

As the state’s largest university, UCF prides itself on its ability to continually attract quality students and is confident that it will meet its downtown enrollment projections. From 2010-14, UCF’s enrollment grew by 10 percent; whereas the programs slated to relocate downtown grew by almost 22 percent. Experience shows that relocating academic programs adjacent to affiliated industry clusters fosters quality and growth. Since relocating to the International Drive area, the Rosen College of Hospitality Management has more than doubled from 1,300 students in 2004 to about 3,000 students today with a job placement rate of about 90 percent upon graduation.³

Board of Governors staff also questions whether enrollment projections will be met “because they appear to be based on past enrollments at the six-digit Classification of Instructional Program (CIP) Code level, which includes all majors being offered under the CIP.” In addition, staff raised questions regarding additional unrelated programs that may have been included in downtown enrollment figures.

In UCF’s enrollment projections for the downtown campus, the university only included headcount in the majors and tracks that would be relocating, regardless of CIP code classification. Enrollment projections *did not count* students outside the specific degree programs listed in UCF’s Type I proposal. No Advertising/Public Relations students were included in the projections; therefore, the enrollment projections for Human Communication are not over-estimated. Additionally, the staff analysis questioned whether enrollment projections for a new program, Communication and Conflict, which did not begin until Spring 2015 – were included. Projections for this program were *not* included because the university had no baseline data.

Table 2 included in the response to the next question shows exactly the programs and tracks that will be relocated to the downtown campus, as outlined in the Type I proposal.

³ Data from Rosen College graduating student surveys

Board of Governors staff states “while the students may in fact visit the downtown campus for some face-to-face courses, advising, testing, and campus activities, it should be noted that the percentage of students who appear to be taking most of their coursework at regional campuses or through distance learning is significant. Also, as expected with the UCF distributed instruction model, a significant number of students are taking courses at multiple campuses and/or through distance learning.”

UCF’s overall enrollment projections for the downtown campus have not changed since the university submitted its Type I proposal in October. Of the 5,395 UCF students who will be enrolled in downtown campus academic programs, 4,298 students will attend at least one face-to-face course on the campus weekly. The remaining 1,097 UCF students will be taking courses online or at regional campus locations in the academic programs that will be “headquartered” on the downtown campus. The student credit hours generated by the departments will be attributed to the downtown campus for budgetary reasons – whether the students are taking face-to-face or online courses.

Table 2 below provides additional clarification as to how many of the total students served by the campus in each academic program will engage in face-to-face learning as compared to the Board of Governors’ staff analysis of distance learning students (which they define as taking 75% or more of their coursework online) when the campus opens in Fall 2018.

Altogether, the campus will enroll 5,395 UCF students. With Valencia College’s projected enrollment of 2,303 students in Fall 2018, the campus will serve a total of 7,698 students.

PROGRAM	YEAR 1 (FALL 18)	YEAR 1 (FALL 18) FACE-TO-FACE CAMPUS PROJECTIONS*	BOG STAFF ANALYSIS 2014-15 UNDUPLICATED NON-DISTANCE LEARNING (75% DEFINITION)
B Human Communication	850	725	522
B Legal Studies	755	637	404
B Social Work	384	380	344
B Digital Media	884	862	719
B Emerging Media; Character Animation	45	44	493
B Health Services Administration	1,445	798	189
B Health Informatics and Information Management	149	127	20
M Communication	60	54	83
M Social Work	303	286	234
M Digital Media; Interactive Entertainment	128	127	119
M Health Sciences	298	251	247
M Health Informatics and Information Management	82	-	-
C Corporate Communication	12	8	-
UCF Enrollment	5,395	4,298	3,374
Valencia Enrollment	2,303	2,303	2,303
UCF Downtown Total Enrollment	7,698	6,601	5,677

*Student is enrolled in at least one face-to-face course across the academic year. Data excludes regional campuses.

Table 2. Projected enrollment breakdown at UCF Downtown

It is important to note that the university does not admit undergraduate students based upon their learning modality, and instead allows students to choose, each semester, the courses that best help them complete their degree, at a location most convenient for them. At the downtown campus, UCF students will enroll in multiple learning modalities, as they do on the university's main campus. This includes students, in a given semester, taking online courses, face-to-face courses, or a mix of both modalities. For example, at UCF's main campus in Fall 2015, 43.6% of students took face-to-face instruction, 16.2% enrolled fully online, and 37.2% took a mixture of online and face-to-face courses.

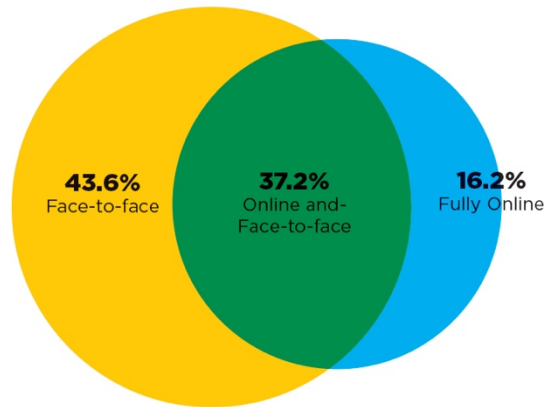


Figure 1. Student behavior by learning modality, Fall 2015

UCF *also* expects the estimated 1,097 UCF students who will be taking courses online or at regional campus locations will engage on the downtown campus, where student support, recreation, and other services will be located. That is because almost 30% of all fully online students in programs slated for downtown engaged in tracked on-campus student organization events and activities in 2014-15⁴ – only a few percentage points lower than majority face-to-face students. UCF anticipates similar behavior downtown and has designed to accommodate these students’ utilization of campus resources. Additionally, in 2014-15, only 2.5% of all bachelor’s degrees awarded by the university – or 305 degrees of 12,808 – were awarded to students who *only* took online courses to complete their degree, demonstrating that nearly all students engage in face-to-face learning during their time at UCF.

Board of Governors staff state the Type 1 proposal and the addendum “do not make clear what impact this distributed enrollment pattern might have on the ability of the Downtown Campus to anchor the Creative Village redevelopment project, or how it might impact the need for new facilities.”

In designing the downtown Orlando campus, UCF looked to Arizona State University’s development of a campus in downtown Phoenix, where ASU leaders suggested the campus reached a critical mass when enrollment approached 7,000 students, resulting in a vibrant downtown campus integrated with the surrounding community and businesses. UCF also learned that ASU downtown students take courses across multiple modalities – and a quarter of the credit hours generated on the ASU downtown campus *are fully online*. All evidence points to the ASU campus as a successful anchor in downtown Phoenix, even with a significant number of students taking online courses.

UCF anticipates that its face-to-face enrollment projections, paired with Valencia’s enrollment, at the downtown campus will anchor the Creative Village redevelopment

⁴ Data from university-wide graduating student surveys

project with about 6,600 face-to-face students – which UCF is confident will meet critical mass. The UCF Downtown site already is within walking distance of hundreds of businesses, retail locations, and restaurants that students will be able to take advantage of on Day 1. The Creative Village private developer, in working with UCF, intends to provide additional space for retail and food services geared toward students in the immediate area when the campus opens.

The new academic building will be designed to accommodate projected face-to-face enrollment at UCF Downtown while providing student support services to all students enrolled in the programs that are relocating, as outlined in Table 2. As further growth occurs, the planned facilities could accommodate more students through the use of technology, mixed learning modes, or collaborative and flexible spaces – not requiring additional capital investments.

“Board staff continue to question enrollment projections, in particular projections of students who will be taking coursework and engaged in activities on the Downtown Campus.”

UCF’s experience with engagement in activities at the Rosen College of Hospitality Management – about 25 miles from the main campus – shows that these students engage at greater percentages than students taking courses on the main campus.⁵ Several examples include:

- 33% of Rosen College students engage in honors societies, compared to 19% of students from all other colleges.
- 36% of Rosen College students engage in community service, compared to 34% of students from all other colleges.
- 35% of Rosen College students engage with professional organizations or organizations related to their major, compared to 29% of students from all other colleges.

UCF expects to see similar engagement patterns for students enrolled in programs at the downtown campus because of the proximity to industry, volunteer and community engagement activities and organizations, and professional development opportunities.

Appropriateness of Moving Certain Programs

Board of Governors staff states the Board “may wish to question the proposed movement of the Health Administration and the Health Informatics and Information Management programs to the Downtown Campus, since those programs align well with business programs at UCF’s main campus or, alternately, with programs associated with the Medical City at Lake Nona.”

The university has made a deliberate decision to locate clinical programs at the Medical City at Lake Nona. Programs that support the “business” of healthcare should be located

⁵ Data from university-wide graduating student surveys

downtown because these programs – such as Healthcare Administration and related healthcare technology and informatics programs – put students just minutes away from the corporate headquarters of two of the state’s largest hospital systems downtown. Downtown students enrolled in Healthcare Administration and related programs will benefit from the proximity to relevant work and experiential learning opportunities at these healthcare systems’ corporate hub; whereas Lake Nona offers students at the College of Medicine unparalleled clinical experience and life sciences research.

In deciding which programs to relocate to the downtown campus, university leadership considered the professional opportunities and relevant work experiences available due to proximity to downtown industry clusters. For example, there are about 1,800 businesses or organizations in the communications, legal, and health and social assistance fields in the downtown area, compared to about 350 surrounding our main campus. Refer to Table 1 on Page 4 above for a detailed breakdown.

Board of Governors staff suggests the Board “may also have questions with regard to the proposed movement of other academic offerings. For example, the Bachelor of Arts in Digital Media has two tracks: Game Design and Web Design. Game Design fits well with other offerings at the Center for Emerging Media Downtown; however, this may be less so in the case of Web Design, which may be a better fit with computer science and information technology programs on the main campus.”

UCF also chose to relocate its entire Digital Media program (game design and web design tracks) to the downtown campus because of its synergies with UCF programs already located downtown, such as FIEA. Both of UCF’s Digital Media tracks share common core requirements and faculty members. The tracks also better align with industry clusters in the immediate downtown area.

Current Provision of Programs at Other Geographic Locations

Board of Governors staff provided a map that includes UCF education sites within 5 to 15 miles of downtown Orlando, while stating that certain programs proposed to relocate to the downtown campus are also offered at UCF regional campus sites, and that “it may not be realistic to expect that students in these programs on the joint-use campuses would migrate to a Downtown Campus.”

UCF Downtown is not replacing these regional sites, and instead is relocating departments from the main campus to downtown Orlando. UCF does not expect these students to migrate downtown. However, students may choose to take face-to-face at the downtown site due to its central location and because the academic departments are “headquartered” there, but the university will not require them to do so.

Additionally, Board of Governors staff question “whether projected enrollments for the downtown campus have been adjusted to account for any place-bound regional enrollments.”

These students were not included in Year One face-to-face enrollment projections listed in Table 2.

Board of Governors staff also state that UCF does “not provide further information as to the programs proposed for relocation to the Downtown Campus and the potential impact on current sites where they are offered....in addition, it is unclear whether there is excess capacity that could be utilized at any of the regional joint-use sites.”

UCF adjusts its instructional resources based upon student demand for location or learning modality. As stated above, the UCF Downtown campus will not replace existing regional campus sites. Indeed, the downtown campus will be very different from UCF’s existing regional campus locations because undergraduate students will have the option to complete their 4-year degree with face-to-face instruction at the downtown site, where all of the departments’ resources will be available to them. Currently, students cannot complete 4-year degrees in any of the programs slated to relocate downtown at any regional campus site. Further, UCF will continue to evaluate instructional resources at its current sites, and make adjustments based upon student behavior and need.

Enrollments Associated with Distance Learning

The Board of Governors staff continues to question the extent to which non-face-to-face students will see faculty and advisors, use recreation centers, and engage in student organizations on a limited basis and spend time on the downtown campus, engaged in academic or other activities.

UCF knows that students, regardless of modality, will engage with campus services and student support, and meet with faculty members at the same rates. That is because UCF’s experience with distance learning shows that students will still be engaged and on the campus, even if they are not taking face-to-face instruction.⁶

Of the current students in the programs slated to relocate downtown, those enrolled in at least 75% online instruction:

- Used the on-campus recreation center at nearly the same rate; and
- Engaged with on-campus student organizations at nearly the same rate as those taking majority face-to-face instruction.

UCF knows that its 100% online students remain engaged in student organizations and campus programs, and will similarly do so downtown. Almost 30% of all fully online students in programs slated for downtown engaged in tracked on-campus student organization events and activities in 2014-15 – only a few percentage points lower than majority face-to-face students.

⁶ Data in this section from university-wide graduating student surveys

Several of the programs targeted for the downtown campus currently include at least one major online component, and the Board staff analysis suggests the Board of Governors “should question whether enrollments in these programs will fully materialize on the Downtown Campus.”

Several of the programs relocating to the downtown campus have online components, but the majority of UCF students enroll in a mixture of face-to-face and online instruction to complete their degree. Therefore, UCF is confident that its enrollment projections— which are based on existing student behavior – will fully materialize at the downtown. As example, in 2014-15, only 2.5% of all bachelor’s degrees awarded by the university – or 305 degrees of 12,808 – were to those who only took online courses to complete their degree. It is important to note that student course-taking behavior varies throughout each student’s academic career – and enrolling in online courses one semester does not imply that a student should be labeled a full-time distance learner.

Just one of programs slated to relocate downtown – Healthcare Informatics – is only offered fully online. This program is a master’s level program designed for working professionals, with fewer than 80 students currently enrolled. Because the department’s resources, faculty members, and other support staff will relocate downtown, the program’s “home” will be at the downtown campus. Additionally, the faculty who teach the online master’s Healthcare Informatics program will be located downtown to support other related academic programs relocating there.

Internship Availability and Requirements

The Board of Governors staff suggests the Board “should question the extent to which proximity to business and organizations in downtown Orlando will provide an appreciable internship benefit to the large majority of these students.”

UCF students study and intern across the globe. However, most also benefit from internship opportunities in Orlando year round. In fact, in the 2014-15 academic year, 8,650 students participated in internship courses, with the vast majority recorded in the fall and spring semesters while students are enrolled in additional coursework. Because of the high concentration of related industries in downtown Orlando, as evidenced by Table 1 on Page 4 and the map below, the necessary volume of internships will be available to UCF students downtown.



Figure 2. UCF Downtown and surrounding community

Additionally, Board of Governors staff states that UCF did not quantify the number of internships that would be provided downtown and that “historically, and in most disciplines, the opportunity for internships are made available a few at a time.” Therefore, staff suggests it is relevant to question the opportunity for internships associated with the downtown campus “on anything like a major scale.”

From UCF’s experience, internship opportunities for students at the Rosen College of Hospitality Management significantly grew after the college relocated to the tourism corridor. Since 2004, the number of Rosen College students in co-op or internship courses has grown from about 520 to 2,800 today. Because of increased proximity to high-quality talent, even more opportunities became available for students from surrounding industry – shattering the notion that internships are only available a few at a time.

Board of Governors staff suggests that the board should “ask if there has been an analysis to determine whether institutions in the area will be competing with UCF students for internships and job opportunities in downtown Orlando. In addition, the Board may ask whether there has been any discussion with the FAMU College of Law, which is near the proposed UCF Site, to ensure that Legal Studies students will not be impacting the availability of legal clinical clerkships in downtown Orlando.”

UCF already has secured more than 30 letters from industry leaders in the downtown area in technology, digital media, law, healthcare, and public service who expressed interest in providing employment and internship opportunities for UCF students upon the campus’ opening. Currently, UCF students successfully compete for internships throughout the region, and the university believes that new partnerships and internship opportunities that arise will benefit all students (from varying institutions) studying in the downtown area.

In fact, UCF is in discussion with FAMU College of Law about how to best leverage our collective resources, facilities, and services to benefit students. There is no concern that FAMU law students and UCF Legal Studies students will compete for the same opportunities, as the academic programs and internship requirements differ.

Academic and Research Synergies

The Board of Governors staff states it has long been understood that interdisciplinary connections across academic disciplines create value-added synergies of teaching and research for both faculty and students. Additionally, they state that “proximity is a key to collaboration.” Finally, staff suggests “The Board of Governors should ask whether collaboration can be sustained over time, given absence of proximity.”

In UCF’s experience, campus location does not stifle collaboration. Recently, faculty members at the College of Medicine in Lake Nona and at the Rosen College of Hospitality Management – about 16 miles apart – developed a new graduate degree track to help ensure future doctors are patient-friendly while providing excellent care.

UCF also intends to provide dedicated transportation for faculty and staff to easily move between the downtown campus and the main campus, as well as transportation to and from the Rosen College and the College of Medicine – from both the main campus and the downtown campus.

UCF knows that interdisciplinary programs and research contribute to solving today’s toughest scientific and societal challenges, as solutions to these problems often lie at the edge of multiple disciplines. In looking at the programs that UCF selected to relocate downtown, faculty members in these programs played a critical role in the decision-making process, and campus planning resulted from proposals for cross-disciplinary work. Two examples of value-added synergies that emerged from these discussions are between Human Communication and Healthcare Administration, and between Digital Media and Health Informatics and Information Management, to improve healthcare communications and healthcare data visualization, in addition to further interdisciplinary opportunities. These programs also will benefit from proximity to affiliated industry clusters (communications and healthcare technology) in the downtown area.

Additionally, UCF expects new synergies will arise downtown in the same way that synergies have evolved at UCF’s main campus among engineering programs, UCF’s Institute for Simulation and Training, and the Central Florida Research Park’s multi-billion-dollar modeling and simulation industry cluster.

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Appendix I

Letter from Orlando Mayor Buddy Dyer pertaining to UCF's Memorandum of Understanding for the downtown site.



CITY OF ORLANDO

OFFICE OF
BUDDY DYER
MAYOR

December 17, 2015

Marshall Criser III, Chancellor
State University System of Florida
325 W. Gaines Street, #1614
Tallahassee, FL 32399

Chancellor Criser,

As we continue working with the University of Central Florida (UCF) on plans for a campus in Downtown Orlando, we understand there has been concern with reference to the reverter clause included in the Memorandum of Understanding (MOU) between the City and UCF as it relates to land planned to be conveyed to UCF for the campus.

We included the reverter clause because we want to ensure the City's land donation to UCF valued at approximately \$20 million, is used to fulfill the vision for the Downtown campus.

I am proud of the strong partnerships the City has forged with UCF and Valencia College and for the close relationship I have with President Hitt and President Shugart. We remain committed to the Downtown campus project and to ensuring it advances the goals of our State University System and the reputation of Orlando and Florida as one of the nation's best places to get a college degree and then a high wage job.

Because of our community's unwavering commitment to this campus, I do not believe we need a reverter clause to ensure the campus' success. As such, I agree any future agreements or conveyances for consideration by City Council would not include a reverter clause, thus transferring clear title to UCF.

Again, I remain committed to the UCF Downtown campus project and will continue to build strong partnerships and garner support to make this campus a reality.

Sincerely,

Buddy Dyer
Mayor

cc: UCF President John Hitt
UCF Board of Trustees Chairman Marcos Marchena