



UNIVERSITY OF CENTRAL FLORIDA
Chief of Staff
Office of the President
Millican Hall 308
407-823-5711
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DATE: December 1, 2015
TO: Chair Morteza Hosseini
FROM: John Schell
SUBJECT: President John C. Hitt Reappointment

15 DEC -2 PM 12:02
OFFICE OF THE CHIEF OF STAFF
UNIVERSITY OF CENTRAL FLORIDA

We are requesting the reappointment of President John C. Hitt as president of UCF and are providing corroborating materials for that reappointment, as follows:

- a summary of the key elements of the contract extension of President Hitt,
- a letter from the chair of the UCF Board of Trustees certifying the approval of the board for the reappointment of President Hitt,
- a history of President Hitt's accomplishments at UCF,
- an evaluation of President Hitt's job performance between 2012 and 2015 by outside consultant Dr. Constantine Curris,
- and the curriculum vitae of President Hitt.

Thank you for this opportunity to demonstrate the leadership of President John C. Hitt that has so richly earned him reappointment to the presidency of UCF.

c: Scott Cole, UCF General Counsel

**Contract Extension of President Hitt
(through June 30, 2016)**

SUMMARY OF KEY ELEMENTS

- Prior contract provided for automatic one year renewals each July 1 but Board of Trustees given right to terminate contract at any time, without cause, and without penalty, upon 365 days' notice.
- Sixth Amended and Restated agreement amends contract to replace rolling term with one year fixed term, ending on June 30, 2016.
- Contract may be extended for additional one year terms upon mutual agreement of the parties, following review of President's performance by the Board of Trustees.
- No changes in compensation or benefits from previous contract.



University of
**Central
Florida**

November 2, 2015

Office of the President

Morteza Hosseini, Chair
Florida Board of Governors
State University System of Florida
325 W. Gaines Street, Suite 1614
Tallahassee, Florida 32399-0400

Re: University of Central Florida President, Dr. John C. Hitt

Dear Chair Hosseini:

Dr. John C. Hitt has served as President of the University of Central Florida since March 1, 1992. The Florida Board of Governors has ratified his appointment as president pursuant to the provisions of Section 5(c) of Board of Governors regulation 1.001.

Dr. Hitt's performance and dedication as the university's president has been outstanding. The University of Central Florida's Board of Trustees at its November 2, 2015, meeting has approved his "Sixth Amended and Restated Employment Agreement," which is attached.

We understand that pursuant to Section 1001.706(6)(a), Florida Statutes, the Board of Governors shall confirm the presidential selection and reappointment by a university board of trustees as means of acknowledging that system cooperation is expected. Accordingly, we respectfully request that the Board of Governors confirm this reappointment.

Do not hesitate to contact me or the university's Office of General Counsel if you have any questions or desire any further information concerning this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marcos R. Marchena', written in a cursive style.

Marcos R. Marchena, Chairman
University of Central Florida Board of Trustees

c: Dr. John C. Hitt, President

John C. Hitt became the University of Central Florida's fourth president on March 1, 1992. Since that time he has

1. provided the university with extraordinary vision,
2. affected higher education as well as society in a profound way,
3. developed significant and impactful partnerships regionally and nationally,
4. seized opportunities to expand and evolve higher education,
5. and demonstrated the ability to position UCF for the future.

1. President Hitt has provided UCF with a vision for its success and advancement.

President Hitt's vision is for UCF to be a nationally known metropolitan research university for the 21st century, complementing the land-grant universities of the 19th and 20th centuries. In an extension of the land grant mission, the mission of the research university is to provide access to an affordable and high-quality education, to support its city-state by the service and research it produces, and to advance the economy of its region.

To attain this vision, President Hitt established five goals for the university when he became president in 1992, and those goals have remained constant:

- offer the best undergraduate education in Florida
- achieve international prominence in key programs of graduate study and research
- provide international focus to our curricula and research programs
- become more inclusive and diverse
- be America's leading partnership university.

Guided by his five goals, President Hitt has transformed UCF and made the university synonymous with economic progress and prosperity in Central Florida. In doing so, he has become an iconic figure. Upon President Hitt's 20th anniversary at UCF in 2012, former Florida governor Jeb Bush remarked, "Simply stated, I believe Walt Disney and John Hitt have done more to transform Central Florida into a vibrant, dynamic place than any two people." In a profile of him in 2013, *Orlando Life Magazine* said, "In Central Florida, John Hitt is a Gandalf among Hobbits. He is the most respected and revered among us, the elder statesman of class and accomplishment."

President Hitt has also become nationally recognized for making UCF a 21st-century model for how a university can provide a high-value education that is accessible, affordable, and life-changing. As a first-generation student himself, President Hitt knows the transformational power of higher education.

In 1992, when President Hitt joined UCF, it was an open-admissions, commuter school serving 21,200 students. Its enrollment ranked fifth in Florida and 115th in the nation. By fall of 2015, UCF's student enrollment had nearly tripled to 63,002, making it the most popular student choice in Florida and the second-largest university in the nation. In 1992, graduate enrollment was 2,951; it is 8,031 today. In 1992, the university awarded 4,539 degrees; this past year it awarded 15,484. Then, UCF awarded 33 doctoral degrees; last year, it awarded 423. UCF has more than 250,000 alumni, 80 percent of whom have degrees awarded by President Hitt. And in 1992, 867 students lived on campus; today, more than 11,600 students reside in university-affiliated housing.

As proud as President Hitt is of expanding access to UCF for the 3.6 million citizens in the service-region served by the university, he is more proud of the increased quality of the education provided by UCF. The average undergraduate SAT score in 1992 was 1011, the honors program numbered 410 students, and there were 18 National Merit Scholars.

This year, the average SAT score for incoming freshmen was 1261, the Burnett Honors College enrolled more than 1,800 students (with a freshman average SAT score of 1402), and 276 National Merit Scholars attended UCF. The first-year retention rate has increased from 75 percent to 87 percent, and the six-year graduation rate has risen from 47 percent to 70 percent. UCF receives more student applications than any other state university in Florida.

The 23 years of President Hitt's stewardship of UCF have come to the attention of the nation. The 2016 *U.S. News & World Report* college rankings listed UCF as one of the "Most Innovative" universities in America alongside institutions such as Harvard, Stanford, Duke, and MIT. The magazine also ranked 20 graduate programs among the top 100 in the nation in their fields. The Counselor Education program earned UCF's highest ranking at 10th. *Kiplinger's* and *The Princeton Review* ranked UCF as one of the nation's best values in higher education. *The Princeton Review* also named UCF's Video Game Graduate Program second in North America. The online program of the Department of Criminal Justice was ranked first in the nation by Bestcolleges.com. And the quality of the Rosen College of Hospitality Management program, the largest in the nation, was ranked seventh in the world by eHow.com. UCF is one of 25 public universities with the Carnegie Foundation's highest designation in both categories of community engagement and very high research activity.

President Hitt, an offensive lineman as an undergraduate, is especially proud that the student-athlete graduation rate of 95 percent ranked UCF first among NCAA Division I public institutions in the country in 2014-15. The combined GPA of student-athletes was 3.1, marking the 15th consecutive semester in which UCF student-athletes earned a 3.0 GPA or higher.

2. President Hitt has had a positive impact on higher education and society in general.

In 2015, *Washington Monthly Magazine* named President Hitt one of the 10 most innovative university presidents in America. In 2013, largely because of President Hitt's leadership, UCF was recognized as one of six universities in the nation to be named a "Next Generation University" by the New America Foundation. The Foundation report noted that "only a handful of leaders have tried to build a more inclusive and less expensive system. Rather than focus on the race for prestige that rewards exclusivity, these leaders are building the Next Generation University, one that is structured to better serve tomorrow's students."

Shortly afterward, President Hitt teamed with Arizona State University president, Michael Crow, and nine other presidents of large, public research universities, which span the geographic, economic, and social diversity of the country, to create the University Innovation Alliance. With the financial support of the Gates, Lumina, and other foundations, the Alliance functions as its own innovation cluster to develop, document, and nationally disseminate practical models for the widespread implementation of high-impact solutions and approaches to student success. Most recently, the Department of Education expressed its confidence in the Alliance by awarding it an \$8.9 million First in the World grant to continue its collaboration.

At about the same time that the presidents formed the University Innovation Alliance on the national level, President Hitt joined with the presidents of Florida International University (Miami) and the University of South Florida (Tampa) to form the Florida Consortium of Metropolitan Research Universities. Serving 63 percent of the state's population and 70 percent of the state's ethnic and racial minorities, the consortium seeks to increase the number of graduates in high-demand areas, increase the number of underrepresented and limited-income students graduating with the skills and credentials required by Florida employers, and educate the opinion leaders and legislators of the state about the importance of the three universities to Florida's economic and social health.

Long recognized for his significant leadership and impact on Central Florida and its economy, President Hitt has twice been named No. 1 on *Orlando Magazine's* list "50 Most Powerful People" and repeatedly appears among the Top Ten on that list. He has become a nationally known figure in education and innovation, but Central Florida will always be central to his mission.

President Hitt has said of UCF's enrollment growth, "We've grown to offer access and opportunity to qualified students, and we won't stop until we can't do that any longer." To this end, six area state colleges have formed a consortium with UCF to provide the best example in the nation of efficient articulation from state college to university. Through a program aptly called *DirectConnect to UCF*, consortium students with an associate of arts or associate of sciences degree are guaranteed automatic admission to UCF. *DirectConnect* provides for the alignment of courses, UCF advising on the state college campuses for students who have enrolled in the program, and common access to records. To date, approximately 140,000 state college students have expressed interest in *DirectConnect*, and this past year, 10,108 transfer students took advantage of this access to UCF.

This nationally recognized program has become a model emulated by universities in Florida, Ohio, Georgia, Hawaii, Arizona, Virginia, and Vermont. It has been called a "seamless pipeline of social mobility" by *POLITICO Magazine* and was featured recently on the *PBS News Hour*.

A national leader in higher education innovation, an effective champion for the metropolitan research university model, and an advocate for increased access to higher education for all through unprecedented partnerships with other universities and state colleges, President Hitt's innovative leadership is aptly described by the ITHAKA S+R report, *Breaking the Iron Triangle at the University of Central Florida*: "UCF has arguably come closer than any institution in the country to breaking the iron triangle of cost, quality, and access Though these changes have developed over the course of twenty years at UCF, they have been guided by intentionally designed processes . . . and sustained by a culture that celebrates access and innovation."

3. President Hitt demonstrates collaborative partnerships within the campus and externally.

From the beginning of his tenure at UCF, President Hitt stressed that partnerships would make UCF a vital force for the advancement of higher education and economic prosperity. In his 1992 inaugural address, he said, "In the highly competitive world of the '90s and the 21st century, single institutions will not command the resources necessary to solve major problems. They must find common cause with individuals and other institutions of society and combine resources to address and resolve the pressing problems confronting our state, our nation, and the world. Partnership is the key to achievement of UCF's goals."

President Hitt's partnership approach has driven many of the initiatives that most distinguish UCF. A number of these signature projects—such as *DirectConnect to UCF*, the UCF College of Medicine and the Medical City, the Florida High Tech Corridor, the national University Innovation Alliance, and the Florida Consortium of Metropolitan Research Universities—are addressed in questions #2, #4, or #5.

These following alliances are among the other examples that support the president's goal for UCF to be America's Leading Partnership University, a status that became more distinctive in 2013 when UCF obtained the U.S. trademarks for that phrase and for the phrase, America's Partnership University.

In 2014-15, UCF partnered with more than 450 businesses and governmental units to support 8,654 students who participated in academic service-learning courses, which generated 174,485 hours of student labor valued at more than \$4.5 million. Also, 8,618 students earned credit for internship experiences, and 4,071 students participated in co-operative education, working with 1,494 employers. These successes earned the university the Program of the Year Award from the National Society for Experiential Education.

In 2015, *Aviation Week* rated UCF first among universities in the number of engineers it supplies to the aerospace and defense industries. Part of that success is due to a collaboration with Lockheed Martin. UCF supplies the defense contractor with more than 500 engineering interns each year. On an average, six of 10 interns who complete the program are offered full-time jobs at Lockheed, which has helped UCF to become Lockheed's top university supplier of talent in America.

In another example of partnership, UCF's Florida Interactive Entertainment Academy in downtown Orlando is the centerpiece of a world-class graduate program in video-game design and production. The Academy was established in 2005 when video-game leader Electronic Arts invested in elite facilities and advanced programs to enable UCF to produce the talented professionals it needed. The City of Orlando donated property for an emerging media center, and the state Legislature aided with funding. The Academy has since graduated more than 400 digital-media professionals, who work for premier video-game companies around the world.

Among the numerous civic partnerships that support President Hitt's goal of being America's leading partnership university are:

1) Junior Achievement of Central Florida. The University of Central Florida is the largest university partner of Junior Achievement in the world. In 2014-15, 1,435 UCF students tutored more than 25,766 students in 104 elementary and middle schools in a four-county region.

2) WUCF TV. Motivated by a spring 2011 announcement that the public television station serving Central Florida was to be sold to a private entity and that public television would be abandoned, UCF—with President Hitt's strong endorsement—partnered with Brevard Community College and PBS to establish primary affiliation with the PBS television network. Today, WUCF TV is the primary PBS station for all of Central Florida and reaches approximately 4 million viewers.

3) Community Nursing Coalitions. Undergraduate students in the College of Nursing participate in a community-based curriculum in which students are engaged with economically disadvantaged residents across five counties. Approximately 500 nursing students and faculty provide more than 30,000 hours of service each year.

Support of the arts has been a goal of President Hitt's since his arrival at UCF. Among the many artistic partnerships he has supported is the Orlando Shakespeare Theater in Partnership with UCF, which receives financial, faculty, and student support from the university. Last year, more than 300,000 people attended productions on one of three stages in a venue owned by the City of Orlando and donated to the theater. Another noteworthy artistic partnership is with the Orlando Repertory Theater. Formerly the Civic Theater of Orlando, it was saved from closing by President Hitt's leadership, and it now produces award-winning shows for young audiences. In 2008, it received the prestigious Neighborhood Builders' Award from the Bank of America, and *Education Magazine* ranked it among the top national children's theaters.

The partnership approach of President Hitt and UCF has gained national attention. For instance, former President Bill Clinton has told audiences throughout the world about the successes of UCF and Orlando through partnerships. In his address to UCF graduates in May 2013, Clinton said that the triumphs of UCF and Orlando "are all testimony to the fact that no matter how smart we are, how righteous we are, how close to the truth we are, we all do better when we work together, when we share prosperity, when we share responsibilities, when we share leadership."

4. President Hitt is a futurist comfortable in uncovering and seizing opportunities to advance higher education.

Under President Hitt's leadership, UCF is being recognized nationally as a champion for expanding access to an affordable and impactful education for people from all socio-economic backgrounds.

On September 21, 2015, a front-page headline in the *Washington Post* said: “At UCF, bigger is better. Packed Florida college, with a focus on cost and access, storms higher ed.” The story described UCF and Arizona State University as in the “vanguard of an insurgency that aims to demolish the popular belief that exclusivity is a virtue in higher education. They stand for access on a grand scale, arguing that breakneck growth serves a nation in desperate need of a better educated workforce. They are also pursuing a new financial model that enables public universities to thrive when state support dwindles.”

President Hitt has embraced partnerships, innovation, and growth with quality as means to boost access to education, increase student opportunities, enhance UCF, provide talent for the workforce, and expand community prosperity.

For instance, when most people said it could not be done, President Hitt secured approval from the Florida Board of Governors and the Florida Legislature to establish the UCF College of Medicine that opened in the fall of 2009. Once again partnering with community leaders, he raised more than \$100 million in donations and matching funds to prove that this community was serious in its support of medical education in the region.

The college, which has received full accreditation, trains much-needed doctors. It is at the heart of a cluster of medical businesses and research companies that constitute the Medical City at Lake Nona. The Medical City is a source of hope for future medical solutions, and it is well on its way to generating the 30,000 jobs and \$460 million in annual tax revenue projected for it by the end of 2017. The Medical City is said by many to have had the biggest economic impact on Central Florida since Walt Disney World.

President Hitt has a knack for spotting opportunities that will benefit the university and the community now and for generations to come. When he arrived at UCF, for example, the Central Florida Research Park adjacent to the university campus was on the verge of bankruptcy. Thanks to President Hitt’s direct intervention in 1993, the 1,027-acre Research Park today is ranked among the top 10 research parks in the nation. It is home to 126 companies, most of which have relationships with the university, and these companies employ approximately 10,000 people with an average salary of \$82,000.

The impact of these collaborations is best found in the Partnership I, Partnership II, and Partnership III buildings in the park. These three multi-story buildings are jointly shared by the university’s Institute for Modeling and Simulation and the U.S. Department of Defense. The partnership buildings unite academic, industry, and government professionals to enhance national security, and they—along with the Research Park—anchor Florida’s thriving \$4.8 billion Florida modeling and simulation industry.

President Hitt has championed online learning. In the 2014-15 year, 55,530 students, or 77.7 percent of the UCF student body, enrolled in one or more online courses. In addition, 37.8 percent of all student credit hours produced were generated by online classes. Students at UCF can complete 18 undergraduate and 24 graduate online programs, as well as two undergraduate and 34 graduate online certificates. A national-model professional development program for faculty has trained more than 2,000 UCF faculty members in the design and production of online courses.

Among other awards, UCF’s online program has won the United States Distance Learning Association’s 21st Century Award for Best Practices (2015), the Sloan Consortium’s Excellence in Institution-Wide Online Learning Award (2012), the Gomory Award for Quality Online Education (2008), and the Systemic Progress in Teaching and Learning Award from EDUCAUSE (2005). Florida Tax Watch (2014) awarded the online learning initiative two Prudential-Davis Productivity Awards, which recognize Florida state government employees for productivity, innovation, and saving taxpayer money. Because of his leadership with UCF’s leading-edge work in online education, President Hitt was named chair of the State University System of Florida’s Task Force for Strategic Online Education, which is charged with developing a strategic plan for Florida’s state universities in online learning.

5. President Hitt has positioned UCF to thrive in an uncertain future.

President Hitt has been a consistent and aggressive advocate for the university's role in the economic development of Central Florida in order to assure a thriving future for the university. The university, he has said, "must stand alongside our neighbors with shared resources and a common commitment to improving the quality of life by expanding the opportunities for prosperity in the future." President Hitt leads the state universities in pursuing substantive measures to diversify the service economy of Florida, as well as to manage the change that diversification creates. Presidential support for a variety of economic development strategies includes:

1) UCF's nationally award-winning Business Incubator Program. It has served approximately 260 clients at 10 sites, helping to create more than 3,700 jobs at an average salary of approximately \$60,000 and with a \$2.4 billion impact on the region.

2) GrowFL, an economic gardening project for the support of second-tier companies. It has served more than 170 clients and resulted in the creation of 3,500 jobs since its establishment in 2009. Participating companies have contributed more than \$581.4 million to Florida's economy.

3) The Florida High Tech Corridor. Inspired by President Hitt, it now includes three state universities, 14 community and state colleges, and 23 county governments. In nearly 20 years, it has worked with 360 companies and 300 faculty members to fund more than 1,350 grants that have led to 3,276 new jobs and a regional economic impact of approximately \$1.3 billion.

4) The UCF Office of Technology Transfer. It collaborates with industry and new start-up businesses to commercialize the intellectual property developed by UCF inventors.

Adding "Commercialization" to the name of the Office of Research and Commercialization, authorized by President Hitt, clearly signals the university's commitment to applied research that supports the regional economy. The success of this focused research was demonstrated this year when UCF ranked 13th in world universities for the strength of its patents by the National Academy of Inventors and the Intellectual Property Owners Association. In 2014-15, the university issued 70 new patents, bringing the total to more than 800 patents issued since 1989. All but one of those patents were obtained after President Hitt became the leader of UCF.

Positioning the university to thrive in the future, President Hitt has also been a strong advocate for diversity and inclusivity of the university's student population. In 1992, minority enrollment was 17 percent. This fall, 43 percent of students at the university came from non-majority populations, including 24 percent Hispanic students. UCF also enrolls more Jewish students than any other public university in the nation with the exception of Rutgers.

Energy dependence and environmental degradation threaten the future. President Hitt has committed the university to climate neutrality by no later than 2050, and he has joined with other progressive educational leaders in the Leadership Circle of the American College and University President's Climate Commitment. In support of the goals of this organization, President Hitt has authorized the establishment of a Department of Sustainability and Energy Management to be responsible for these issues with \$1 million of seed money to design and implement energy-saving strategies. The university achieved a campus-wide reduction of 80.4 million kWh in electricity, 22.7 million ton-hrs of chilled water, and 388,446 therms of natural gas since the 2005-06 baseline year. These reductions have resulted in a cost savings of \$17.8 million.

The Florida Solar Energy Center plays an important role in repositioning the energy resources of the nation. The recipient of 244 patents and numerous awards, the Center has earned over \$130 million in grant awards since its inception. The Center's 95 professional researchers and 55 staff members work with industry, non-profit organizations, private sponsors, and national laboratories to exploit renewable solar energy.

One goal of the sustainability movement embraced early by President Hitt reduces the number of private cars traveling to and from the Orlando campus. With his leadership, UCF adopted a shuttle-bus system that serves 15 off-campus student communities and last year logged more than 1.8 million boardings between off-campus residences and on-campus bus depots.

Two projects currently under development directly address President Hitt's ability and willingness to manage change to create a positive future. The Florida Advanced Manufacturing and Research Center, a multi-million dollar facility, is under construction in Osceola County, Florida. It will advance the production of smart sensors and create thousands of new jobs for Central Florida. And a proposed new UCF Campus in downtown Orlando in collaboration with the City of Orlando and Valencia College is projected to serve more than 7,600 students and generate \$400 million in annual gross economic impact to the community when the campus is fully operational.

The many accomplishments documented in this statement are corroborated by two highly respected professionals in the field of higher education.

Peter McPherson, president of the Association of Public and Land-grant Universities, said, "John Hitt's accomplishments at the University of Central Florida personify the vision of a modern public university. From the classroom to the research laboratory to driving the Central Florida economy, President Hitt's vision, drive, and leadership have been outstanding."

Edward M. Elmendorf, a senior vice president with the American State Colleges and Universities, said, "John Hitt Has been the unwavering force behind one of the most remarkable success stories in American public higher education . . . His entrepreneurial drive has engendered astounding success in steering UCF to become one of the fastest-growing, most-pioneering public universities."

Thank you for this opportunity to address the highly successful tenure of President John C. Hitt at the University of Central Florida.

UNIVERSITY OF CENTRAL FLORIDA PRESIDENTIAL EVALUATION

A REPORT TO THE UCF BOARD OF TRUSTEES

September 2015

The University of Central Florida Board of Trustees requested Dr. Constantine (Deno) Curris to conduct a comprehensive evaluation of the leadership performance of President John Hitt with special attention to the three years that had transpired since his last comprehensive presidential evaluation. While it is difficult to segment Dr. Hitt's tenure, which has extended over two decades, into three year periods, this evaluation strives to focus on the period between 2012 and 2015, and to identify the leadership challenges which the President and the University will face in the months ahead.

This comprehensive review was conducted in late August and September 2015 through two visits to the main campus as well as through telephone interviews with state and community leaders, fellow presidents at public universities in Florida and beyond, national higher education officials, and with UCF officials and trustees not available during campus visits. The observations of over 100 individuals (primarily faculty, staff, and students) were noted and incorporated in this review. In addition there was an extensive review of the minutes from recent UCF Board of Trustee meetings, President Hitt's annual reports to the Board and the Board's annual evaluations of the President's performance. The review also considered published documents from the Florida Board of Governors including multi-year "System Summary of University Work Plans," as well as articles and papers covering campus initiatives and journal articles featuring the university and its president.

It is nigh impossible to incorporate in a document such as this the various and often copious sentiments expressed by over 100 interviewees, but a conscientious effort has been made to reflect sentiments expressed in sufficient numbers for the reviewer to conclude that such viewpoints and concerns are held by a substantial portion of the UCF extended family.

While every effort has been made to insure that data are accurate and sentiments fairly assessed and conveyed, apologies are extended for any factual errors. The writer is grateful for the cooperation extended by all who participated in this review, for the candor and constructive suggestions offered, and for the special assistance and courtesies provided by Mary Ann Parker and Laura Stylianou.

I OVERVIEW

President John Hitt has served the University of Central Florida for a remarkable twenty-three years, a tenure that far exceeds national averages. During this period the enrollment has increased from nearly 22,000 to now over 63,000 students, campus facilities have more than doubled in buildings and square footage, and the number of UCF degree holders now exceeds 250,000. Graduate and professional schools, including a College of Medicine, have been established, and the University's visibility now extends far beyond central Florida. John Hitt has had a profound impact on the University. What the University is, in good measure, is a reflection of his values and decisions. Indeed, the institutional culture has inculcated and is now dominated by the five goals he enunciated in his inaugural year. They are:

1. Offer the best undergraduate education available in Florida;
2. Achieve international prominence in key programs of graduate study and research;
3. Provide international focus to our curricular and research programs;
4. Become more inclusive and diverse; and
5. Be America's leading partnership university.

These goals have been annually reiterated, endorsed by the Board of Trustees, embedded in the internal decision-making processes of the University, and widely embraced and honored. Their realization is at the heart of the University's remarkable progress, and where people believe they have not been fully realized, form the basis for common concern, and occasional criticism.

Despite difficulties that flow from insufficient public funding and vexing events beyond the proverbial campus walls, there is widespread pride in the University's growth and development, and in its stellar achievements. Especially notable is the strong sense of personal fulfillment among many faculty and staff in being part of an entity "larger than self." There is immense loyalty to the President among those who closely work with him, and a deep respect and admiration throughout the University and within the greater Orlando community.

In the triennial period between the 2012 comprehensive presidential evaluation conducted by this consultant and the current review, there have been for the University some significant developments, all of which in varying degrees can be attributed to executive level leadership. Noteworthy among them are:

- Enrollment, despite two years of slight slippage, has rebounded to a record 63,000 students. Included in these statistics is approximately 30% of state college transfers in Florida. The matriculation of increased numbers of ethnic minorities now hovers around 20,000, or roughly one-third of the student population.
- UCF's national profile has been elevated. Noteworthy are: an improved student profile; identification with leading public universities enrolling National Merit

Scholars; accolades for the recently established College of Medicine; and even a Fiesta Bowl victory.

- Recognition by US News and World Report as one of the nation's leading "Innovation" universities.
- Excellent scoring on the Florida Board of Governors Performance Funding matrix, placing UCF third among state universities.
- Counteracting some of the negative publicity it had earlier garnered, Intercollegiate Athletics has been recognized for the academic performance of its student athletes (first in the nation), as well as for successes registered by women's and men's teams.
- Charter membership in the University Innovation Alliance, which beyond its intrinsic merits, identifies UCF with prominent metropolitan based research universities having similar commitments to student access and success.
- Significant changes have occurred in the executive leadership ranks with the resignations of four vice-presidents, and the appointment of three replacements, each of whom has been well-received by the University community.

Given these developments, coupled with improved financial support, the campus climate reflects less anxiety and greater optimism in its outlook than was noted three years ago. One key source of that stability and outlook has been the presidency of Dr. Hitt, who continues to enjoy strong support throughout the university and among key extramural constituencies.

Students, especially those who have periodic contact with the President, speak glowingly of his interest in student needs and concerns, his presence in campus locales where students gather and at campus events, as well as for his efforts to provide educational opportunity for all students and to enhance the prospects for student success. As one student leader expressed, "Student voices are well-received." That UCF has a significant population of students of color was noted by many students who appreciate the University's commitment to inclusion and the comfort that commitment provides to many students.

Not surprisingly, UCF students lamented the limited parking spaces available and expressed frustration with overcrowded classrooms. On the other hand they valued the campus proper, noting its physical beauty, continuing expansion, and the opportunities to participate in campus traditions. They were also very complimentary of the staff who work with UCF students.

Staff were generous in their praise for the President noting UCF is viewed as a highly desirable place to work. Though higher pay and expanded benefits are always welcome (and often requested), several staff expressed appreciation for the administration's concern for campus workers, especially those with lower wages. There were also statements of sincere appreciation and gratitude for the fact that during the state's economic downturn when state funding was

sharply cut, the University administration, unlike others in the state, made special efforts to minimize staff layoffs.

In meetings with faculty, including members of the Faculty Senate, officers of the faculty union, holders of endowed chairs and individuals informally met during the lunch hour, there was a clear recognition of the President's instrumental leadership over past decades, and an expressed appreciation for his efforts to secure funding for salary increases and the additional 200 positions projected for this year and next. It was also evident that an appreciable number of faculty are deeply concerned over what are described as extensive workloads, facility limitations, and the burdens associated with accommodating a burgeoning student population. Several faculty expressed a sense of personal exhaustion and concern for overextended colleagues.

Among professional staff, especially for those in senior management positions, there is a palpable "esprit de corps." These individuals project enthusiasm for the University's progress with comments such as "UCF is on the move" and "We are breaking new ground." They find the University to be an exciting place to entrust their professional futures, and they exhibit admiration for and loyalty to President Hitt. In the words of one vice-president, "With all he has accomplished, he could have rested on his laurels. But he has done the opposite." Members of senior management note his work in helping to create the Florida Consortium of Metropolitan Research Universities and the University Innovation Alliance, as well as his initiatives to establish UCF Downtown and the Florida Center for Advanced Manufacturing Research in Osceola County. Another vice-president noted, "He has worked harder these past two years than ever before. He seems to be thriving."

It should also be noted that a couple of senior level colleagues are worried that the President is trying to do too much. They expressed a concern he may be coming close to overextending himself; they wish he would take more vacation time.

While time constraints limited the number of interviews with civic leaders in the greater Orlando area, consistent responses indicate that the President continues to be viewed in the most positive terms. Several individuals noted the President is providing positive leadership in the community and that no major issue or development occurs without President Hitt being asked to be part of the deliberations. The President was quoted as saying that a great city needs a great university, and a great university needs a great city. The President is seen as "an indispensable asset" to the community, and that he functions as a "safe broker for solving problems."

Presidential colleagues at other universities speak warmly of Dr. Hitt, describing him as the "senior statesman" in higher education. As one president noted, "John is never the first to speak, but invariably the most influential when he does."

The high regard in which President Hitt is held by alumni and the philanthropic community was evident in meetings with members of the UCF Foundation and officers of the UCF Alumni Association. The President's unceasing focus on enhancing the University's stature and national reputation resonates with alumni. In the words of a senior observer "He put us on the map."

The recently appointed Vice-President for Advancement has been well-received according to the Alumni Association and Foundation officials (as well as by many others at UCF). The pending selection of a new executive to head the alumni office is eagerly awaited. There is a palpable sense that these appointments will “re-energize” both organizations and lead to greater collaboration and mutual progress.

The Board of Trustees policy statement on presidential evaluations specifies that the consultant conducting the comprehensive review interview the chair of the Board of Governors. This conversation occurred and BOG Chair Mori Hosseini expressed admiration for President Hitt’s “incredible leadership at UCF,” and complimented the President for being “very open and up front” and for “listening to us.” He also complimented UCF and the President for its high ranking in performance funding and for collaborative work with the University of South Florida and Florida International University in the Consortium of Metropolitan Research Universities.

II LEADERSHIP QUALITIES

The ultimate test of a leader is whether he or she has followers. By that standard President Hitt has been eminently successful. He has attracted from within and without the University a legion of followers who marvel at the University’s achievements and treasure the opportunity to work with and for him.

Among the comments volunteered during this comprehensive evaluation are: “He has accomplished almost the impossible,” “Whatever he proposes to do, he does,” “He brings dreams into reality,” “There is great congruity between his behavior and the five University goals,” “You don’t want to disappoint John,” “I am privileged to work with him and for him,” “My worst fear is letting him down,” “He sets a very high bar and exceeds it,” “He inspires me to do my best; and the word is ‘inspires’ not ‘commands,’” and perhaps the most poignant comment, “I fear that John Hitt’s successor will not have a chance.”

Virtually every interviewee volunteered his or her assessment of the leadership qualities the President possesses. From those observations four qualities were frequently repeated and have come to define him in the eyes of many with whom he works.

First, President Hitt is widely seen as a visionary, a leader who foresees opportunities and pursues them, “a creative person who knows how to work with creative people,” and a University leader who understands William Shakespeare’s observation, “There is a tide in the affairs of men, which taken at the flood leads on to fortune...”

Second, the President is seen as a genuine, authentic person. Several individuals noted that the President is neither a “glad hander” nor a “flamboyant personality.” Yet over the years his

authenticity has come to personify the institution and to accord to the President directly and UCF indirectly, trustworthiness not only on campus, but in the community and the state.

The third personal quality often mentioned by interviewees is the President's listening skills. That a person takes the time to listen to others not only enhances ultimate decision-making, but perhaps more importantly, affirms the worthiness of the speaker's viewpoint and increases the likelihood that the individual will accept and support whatever decision is made.

The fourth leadership quality frequently attributed to the President, and perhaps of all, the most significant, is personal integrity. As one observer noted. "His character overwhelms his personality." As part of this review the question was asked of each trustee, vice-president, dean and several faculty and staff: "Have you ever had reason to question the President's ethical values or his ethical judgment?" In every instance the answer was an unequivocal "No."

In the course of this assessment, the reviewer met with the Chief Auditor Executive, the Chief Compliance & Ethics Officer, the NCAA Faculty Representative, the Chief Diversity Officer, and the Director of Equal Opportunity Programs. Each individual affirmed that the President supported his or her work and tolerated no interference in the fulfillment of his or her responsibilities. One individual captured a shared sentiment in saying that the culture at UCF is "to do the right thing."

In a University as large and complex as Central Florida, the President needs to assemble a team of vice-presidents and other direct reports who are perceived to be, and in fact are, capable and fully supportive of the University's mission and strategic directions. In addition to assembling such a team, the President must enunciate expectations, ensure that team members are collaborative and committed, and accord each individual sufficient authority and flexibility to lead and manage. As part of the presidential assessment, this reviewer has had the opportunity to meet each of these individuals and it is his judgment that the President has demonstrated excellent leadership in building and empowering such a team.

The three vice-presidential appointments (Whittaker, Morsberger, and Heston) have been well-received by the University community, by individuals who report to them, and by others in executive leadership ranks. The resignation of the fourth vice-president (and athletic director), Stansbury, is seen by many as a major loss for the University. Several individuals noted reports of uneasiness in athletics, perhaps due to a delay in the appointment of a permanent replacement.

President Hitt's managerial style was widely praised by several members of the executive team who affirmed that he is not a micromanager, but accords considerable discretionary authority to the vice-presidents. He is seen as holding individuals accountable, while simultaneously providing personal access and support. As one observer noted, "He sets a vision; gets smart people to implement, and stays out of their way." The only criticism here is that on occasion the President has been too patient with underperformers.

The President's repeatedly stated goal for UCF to become the nation's leading partnership university has in good measure been achieved. While all university presidents are public figures,

the chief executive of a nationally recognized university emphasizing partnerships is thrust into the limelight more often and more prominently than his or her counterparts. Such is true for John Hitt whose myriad partnerships in the greater Orlando area and with regional and national higher education associations and consortia have resulted in his assuming key leadership roles locally and nationally. His associates often refer to his ability to understand not only where to go, but also how to get there, and the sequential steps necessary to move an organization from point A to point B. His leadership skills are enhanced by a collegial personal demeanor and as one distant admirer noted, “an uncanny ability to steer an idea through ego-filled waters.”

In summary, the leadership qualities that have long characterized President Hitt’s tenure remain viable. The University of Central Florida is a well-led, well-managed university. The appreciation of John Hitt’s leadership strengths seem to be even more widely recognized and appreciated today than was observed three years ago.

III LEADERSHIP CHALLENGES

Unlike most organizations outside academia, higher education institutions are characterized not by central authority, but by the diffusion of authority. Governance is shared among trustees, central administration, collegiate and departmental authorities, faculty senates, and where applicable with state coordinating/governance bodies, and collective bargaining units. Addressing challenges will inevitably entail considerable communication, persuasion, and time-consuming considerations. Universities, such as Central Florida, experiencing significant growth encounter special challenges as they seek to accommodate growing student populations, while simultaneously planning for programmatic growth and endeavoring to meet the needs of the community and region they serve. All universities face challenges that require presidential leadership. The several constituencies participating in this presidential assessment identified key challenges the University will face in the weeks and months ahead. Four major challenges are discussed in the following paragraphs.

A. Succession Planning

For the past few years considerable attention has been given to the question of how will the University respond when the long serving President chooses to retire. That several of his vice-presidents have intimated their retirements may accompany or soon follow the President’s, serves to heighten concerns and raise the specter of a potential leadership vacuum. These concerns were quite pronounced three years ago.

While those concerns remain today, “the large elephant in the room” as noted by an engaged alumnus, these anxieties appear to have diminished over the past three years. Several factors apparently explain these lessened concerns. First, the Board and the President have made changes to the presidential employment contract. While the specifics of these changes are immaterial to the campus community, the modification signaled that the Board of Trustees was abreast of the succession issue. Secondly, the several new initiatives publicly pursued by the

President suggest that any retirement plans are not immediately forthcoming, and thirdly, the appointments of three vice-presidents, believed to be younger in age than their predecessors, project continuity and ameliorate concerns over a string of disruptive retirements.

B. Building the University Endowment

Over several decades the University of Central Florida and the UCF Foundation have successfully raised private funds with capital projects and programmatic initiatives receiving priority consideration for the use of those funds. As a result the University’s endowed funds have not grown to a level that can adequately support student scholarships, endowed professorships, and the “margin of excellence” expenditures needed by a university with the scope and ambitions of Central Florida. Data published by the Florida Board of Governors highlight UCF’s comparative disadvantage vis-à-vis sister institutions.

Endowment Values (in \$ M) as of June 30, 2014

UF	FSU	USF	FAU	FIU	UCF
1,520	625	417	209	177	155

These data undergird the UCF Board of Trustees’ strong interest in building the University’s endowment, reinforced through its annual presidential evaluations. Interviewees expressed considerable confidence in the drive and ability of the recently appointed Vice-President for Advancement, and anticipate a renewed enthusiasm for the agreed to capital campaign. While VP Morsberger’s tenure is measured in weeks rather than years it is abundantly clear that he is passionate about the University’s future, developing plans to strengthen fund-raising, and engaged with Alumni Association officers and members. Most importantly, it appears that he has developed in but a few short weeks, excellent working relationships across the University and notably with President Hitt. The sense of this reviewer is that the two will form an effective team and make marked progress in building the UCF endowment.

C. Infrastructure Support

The significant expansion of the University’s physical plant is evident to both visitors and campus residents alike. UCF has a visually stunning and operationally workable campus. However, the combination of enrollment growth and program expansions has resulted in less than adequate capacity – at least in the eyes of many students, faculty, and staff.

Several students expressed unhappiness over insufficient seating in selected classrooms, noting that students were forced to stand or sit on the floor – often outside classrooms. They expressed a belief that alternate arrangements (including remote access and taped lectures) were not as satisfying or sufficient. Faculty and administrative staff expressed varying degrees of dissatisfaction with what they described as office shortages and the absence of or prolonged delays in having access to needed academic facilities (including a performing arts venue). The

validity of these concerns is beyond the scope of this presidential review; nevertheless, the frequency with which they were expressed suggests that the issue of inadequate infrastructure or at least perceptions of such, will need to be addressed. This reviewer would add that facility limitations are confronted by virtually all thriving institutions, and so their existence at UCF is not surprising. Perhaps the biggest concern would be the student sentiments that these limitations are adversely impacting their learning opportunities.

D. Expanding UCF's Research Mission

There are few problems more vexing to higher education leaders than that of maintaining a meaningful commitment to undergraduate education while expanding the research and graduate education functions. This challenge is evident at the University of Central Florida where the commitment to access, quality undergraduate education, and student success defines the University and is embedded in its culture. At the same time there is justifiable emphasis on the establishment and development of the medical and other professional schools, as well as an anticipated expansion of graduate programs. These developments are integral to the maturation of a metropolitan research university, especially one serving a growth oriented region such as central Florida. UCF's ambitious agenda is outlined well in its 2015 Work Plan.

Achieving these goals constitutes a significant leadership challenge, one which the President and academic leaders are confident they can address. There is, however, less confidence within faculty ranks. A notable number of faculty expressed the conviction that excessive teaching loads are impacting the quality of the education they deliver, and several expressed a viewpoint that the expansion of doctoral programs and the emphasis on increasing research activities will further impact undergraduate education negatively. They see little if any relief in sight.

Using funds distributed through the Board of Governors' performance funding formula, UCF has announced that 200 additional faculty positions will be created over this and next year. These positions are to be dedicated "to meet student demand," "decrease class sizes," and "stabilize student-to-faculty ratios," while "boosting UCF's growing research promise and economic impact."

Several faculty indicated they were uncertain as to how these positions will be distributed; they were pessimistic that there would be much impact favorable to undergraduate education.

To this reviewer the information gap between those who deploy the positions and those impacted by those decisions seems wider than what one would normally expect. Critical to bridging this information gap is engaging the cadre of collegiate deans (and to a lesser degree department chairs). Discussions with several deans revealed considerable uncertainty on their part, and insufficient understanding of funding plans to provide a basis for authoritative discussions within their colleges. Under these circumstances it is not surprising that speculation supplants information.

The academic deans, it should be noted, are strongly supportive of the President's leadership and most complimentary of the work of the Provost who has completed his inaugural year. While they readily describe the strengths and challenges within their respective colleges, they expressed varying degrees of uncertainty about the University's strategic directions and how future changes would impact their colleges. In the nearly identical words of two deans, "We need to know where we are going."

The President, joined by the Provost, should schedule periodic meetings with the collegiate deans. The key objectives of these discussions is to better engage the deans in university planning efforts and to enlist their full participation in addressing concerns within the professoriate as to how the University envisions sustaining its undergraduate emphasis while expanding its graduate and research activities.

IV Trustee – President Relationships

The most important partnership in the University is not with an external entity, but that between the governing board and its president. The extraordinary successes achieved by the University of Central Florida can in large measure be attributed to the strong partnership between the governing board, irrespective of its changing membership, and President Hitt. The fruits of that partnership are manifest in UCF's remarkable progress.

A review of Board of Trustee minutes as well as the Board's annual assessment of the President's performance these past few years reinforces the perception held on and off campus that this relationship is working remarkably well. Interviews with UCF Trustees reaffirm the observation noted three years ago; namely, that the positive working relationship between Trustees and the President is built upon mutual respect, timely and full communications, an understanding of the Board's policy and oversight responsibilities, and the President's managerial role. In addition, the Trustees have established an effective committee structure.

It should be noted that effective Board functioning extends beyond working with the President. Trustees were most complimentary of the University's vice-presidents and support staff with whom there is regular interaction. Board members further indicated that they are appreciative of President Hitt's understanding of national trends in higher education, confident in his keeping the Board abreast of higher education issues, and complimentary of the several national leadership positions he holds. Board members are comfortable with meeting agendas and believe their time is well-spent and productive. There is some interest in the Board being more engaged in determining the strategic directions the University will pursue in the coming years.

On a national scale, public confidence in the governance of higher education was shaken a few years ago by events that occurred at the State University of Pennsylvania. While even today not all is known about who knew what and when, there is a widely held belief that the Penn State governing board was "asleep at the switch." Irrespective of the validity of that assumption, a movement has resulted for governing boards to become more proactive in understanding University operations and in exercising effective oversight.

In the three years since the last comprehensive presidential evaluation, several new members have joined the UCF Board of Trustees and current trustees suggested that more turnover will probably occur. Because it is critically important that the President and the Board be “on the same page,” and considering the significant issues which the University is and will be addressing, serious consideration should be given to the Board and the President scheduling an annual retreat (preferably away from campus) focused on a full discussion of the University’s strategic directions as well as the key issues confronting the University in the coming months. While the preparation of background materials and presentations would be part of such a retreat, the format should be structured so that Trustees will fully engage in these deliberations.

An example of a topic meriting additional discussions would be the University’s next steps relative to the UCF Downtown project. While interviews these past weeks elicited strong support for the concept, it was evident that not all the key players feel comfortable that they understand the need for and the impact of the project, and several individuals questioned whether UCF Downtown will be viable in the absence of appropriated funds.

V Prospectus

One of the nation’s foremost authorities on public university governance, Dr. Terrence McTaggart, wrote an insightful article for the *Trusteeship* (2012) magazine entitled “How Presidential Evaluations Must Change.” In it he noted that most presidential evaluations look backward, assuming that future challenges will be similar to those of earlier years. Instead, he argued “The ability of the president to lead going forward, more so than past performances, and to lead the right kind of change during challenging times, must be the primary considerations in comprehensive board evaluations.”

This comprehensive review clearly concludes that President John Hitt, as noted in previous reviews, has served the University of Central Florida in a superb manner without any diminution in managerial prowess or institutional achievements. His passion for the University, his concern for educational opportunity and student success, as well as his commitment to the citizens of this region and state remain undiminished.

Looking forward one is first struck by the potential of recent initiatives championed by the President to place UCF in the vanguard of salutary change. The Florida Consortium of Metropolitan Research Universities will expectedly facilitate inter-institutional and interdisciplinary collaboration, while the University Innovation Alliance should provide excellent opportunities for exchanging and mastering “best practices,” and encourage the use of meaningful and relevant benchmark data.

While these substantive developments augur well for the future, the institution's most important asset is the university community's confidence in the leadership team in place and the abiding trust among students, faculty, staff, alumni, and the citizens of central Florida in the continuing leadership and service of President John Hitt.

Constantine W. Curris
Senior Consultant

October 2, 2015

John C. Hitt
Curriculum Vitae

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EXPERIENCE

University of Central Florida Orlando, Florida	President and Professor of Psychology	1992-present
University of Maine Orono, Maine	Interim President Vice President for Academic Affairs Professor of Psychology	1991-92 1987-91 1987-92
Bradley University Peoria, Illinois	Provost and Vice President for Academic Affairs Professor of Psychology	1977-87
Texas Christian University Fort Worth, Texas	Dean of the Graduate School Vice President, TCU Research Foundation Associate Dean of the University Associate Professor of Psychology	1975-77 1974-77 1972-77 1969-77
Tulane University New Orleans, Louisiana	Elected to Graduate Faculty Assistant Professor of Psychology	1969 1966-69

EDUCATION

B.A., Psychology, Cum Laude, Austin College, 1962
M.S., Physiological Psychology, Tulane University, 1964
Ph.D., Physiological Psychology, Tulane University, 1966

HONORS

America's 10 Most Innovative Presidents, *Washington Monthly*, 2015
John Young History Maker Award, Historical Society of Central Florida, 2015
Modeling and Simulation Hall of Fame, National Center for Simulation, 2014
Global Vision and Education Award, Nile Foundation, 2013
Mid-Florida Business Hall of Fame, Junior Achievement, 2013
50 Most Powerful People, *Orlando Magazine*, 2006-15; ranked No. 1 in 2006 and 2007
25 Most Powerful People in Central Florida, *Orlando Sentinel*, 2004-13
Spirit of Achievement Award, Junior Achievement, 2008
Lifetime Achievement Award, Seminole County, 2007
Legacy Award, initial honoree, *Orlando Business Journal*, 2006
Central Floridian of the Year, *Orlando Sentinel*, 2005
James B. Green Award, Metro Orlando Economic Development Commission, 2002

Tree of Life Honoree, Jewish National Fund, Orlando, 1999
Jack Holloway Star of Gratitude Award, United Cerebral Palsy of Central Florida, 1999
Distinguished Alumnus, Austin College, 1997
Outstanding Civilian Service Medal, United States Army, 1989
President's Award, United Way of Penobscot Valley, 1992
National Science Foundation Graduate Fellowship, Graduate Fellowship, Danforth, 1962-66
Psi Chi, Sigma Xi, Alpha Chi, 1962-66
Who's Who in American Universities and Colleges, 1961

SELECTED PROFESSIONAL ACTIVITIES AND COMMUNITY SERVICE

American Association of State Colleges and Universities, Chair, Commission on Public University
Renewal, 2004-05
American Association of State Colleges and Universities, Board of Directors, 2006-08
American Association of State Colleges and Universities Council of State Representatives, 2003-07
American Athletic Conference, Board of Directors, 2013-
American College and University Presidents Climate Commitment, Member, Leadership Circle, 2007-
American Council on Education, Program Advisory Panel, 1979; Commission on Leadership and
Institutional Effectiveness, 2004-07
American University in Bulgaria, Board of Trustees, 1991-92
Center for the Study of Sport in Society, National Advisory Board, 1994
Central Florida Consortium of Higher Education, Chair, Board of Advisors, 1994-98
Central Florida Partnership, Board of Directors, 2008
Chamber of Commerce, Peoria, Illinois, Board of Directors, 1985-87
City of Orlando, Metro Orlando International Affairs Commission, 1996-97
City of Orlando Performing Arts Commission, 1996-97
Coalition of Urban and Metropolitan Universities, Membership Chair, 1995-99; Host, 1996 Annual
Conference
Conference USA, Board of Directors, 2004-11, Chair 2009-11
Conference USA, Executive Committee, 2011-12
Conference USA, Television Committee, 2009-11
Council on Competitiveness, member, 2008-
EDUCOM, Board of Directors, 1993-98
EDUCAUSE, Board of Directors, 2004-07
Florida 2012, Board of Directors, 1999-2001
Florida Association of Colleges and Universities, Board of Directors, 1992-97; President-elect, 1998-99;
President, 1999-2000
Florida Consortium of Metropolitan Research Universities, Founding Member, 2013-
Florida Council of 100, 1996-
Florida Department of Education Information Resource Network, 1992-94
Florida Education Fund, Board of Directors, 1997-2002
Florida Virtual Campus, Board of Directors, 1999-2000
Florida's High Tech Corridor Council, Founder, 1996
Forum Fort Worth, Board of Directors, 1976
Forward Fort Worth, 1976
Foundation for Orange County Public Schools, Board of Trustees, 1992-2002
Governor's Select Task Force on Healthcare Professional Liability Insurance, Chair, 2002
Heart of Florida United Way, Board of Directors, 1993-; Campaign Vice-Chair, 1996

Heart of Illinois United Way, 1979-87; Chair, Loaned Executive Program, 1987
 InRoads of Central Florida, Advisory Board, 1996-97
 Institute of Physical Medicine and Rehabilitation, Peoria, Illinois, Board of Directors, 1981-87;
 President, Board of Directors, 1986-87
 Junior Achievement of Central Florida, Board of Directors, 1996-2006
 MD Anderson Cancer Center International Advisory Council, Orlando Regional Healthcare System,
 October 2002-
 MD Anderson Cancer Center Orlando, Council of Governors, 2006-
 Mennello Museum of American Folk Art, Honorary Board, Orlando, Florida, 1998-
 Metro Orlando Economic Development Commission, Board of Directors, 1994-2009; Governor's
 Council, 2004-11; Chair, 2011-13; Executive Committee, 2013-
Metropolitan Universities, Editorial Board, 1993-2000
 National Association of State Universities and Land Grant Colleges, CIT Presidents' Policy Board on
 Information Technology, 1997-2002
 National Collegiate Athletic Association, member, Presidents' Commission, 1993-97; Chair, six Peer
 Review Teams; Division I, Board of Directors, 2013-; Division I, Board of Governors, 2015-
 National Consortium for Academics and Sports, Executive Committee, 2000-
 National Merit Scholarship Corporation, Board of Directors, 2011-
 Orange County Chairman's Transportation Commission, 2002
 Orange County Coalition for a Drug-Free Community, Executive Board, 2000-01
 Orange County Underage Drinking Task Force, Co-founder, 2008
 Orlando Museum of Art, Board of Trustees, 1995-97
 Orlando Performing Arts and Education Center, Advisory Board, 1998-2002
 Orlando Regional Healthcare System, Board of Directors, 1994-2002
 Orlando Regional Chamber of Commerce, Board of Trustees, 1992-2002
 Orlando Regional Chamber of Commerce, Board of Governors, 2004-
 Orlando Science Center, Advisory Board, 1992-97
 Pew Learning and Technology Program, Advisory Board, 1999-2000
 Southern Association of Colleges and Schools, Commission on Colleges, 1996-99
 Space Coast Development Commission, Board of Directors, 1992-94
 St. Francis Medical Center, Community Advisory Council, 1984-88
 St. John's Episcopal Church, Bangor, Maine, Vestry, 1990
 St. Paul's Episcopal Cathedral, Peoria, Illinois, Senior Warden, 1987
 State University Presidents' Association, Florida, Chair, 2002-04
 State University System of Florida, Chair, Task Force for Strategic Planning for Online Education, 2014-
 SunTrust Bank, Central Florida, Board of Directors, 1992-
 Trinity Preparatory School, Board of Trustees, 1995-2000
 United Arts of Central Florida, Board of Trustees, 1998-
 United Way of Penobscot Valley, Board of Directors, 1988-92
 University High School Foundation and Endowment Fund, Board of Directors, 1992-94
 University Innovation Alliance, Board of Directors, Member, 2013-
 Winter Park Chamber of Commerce, Board of Trustees, 1992-
 Winter Park Health Foundation, Board of Trustees, 1997-2005
 WMFE Public Broadcasting, Board of Trustees, 1993-99
 World Trade Center, Orlando, Board of Directors, 1993-94
 YMCA, Peoria, Illinois, Board of Directors, 1980-84
 YWCA, Bangor, Maine, Board of Trustees, 1991-92

PUBLICATIONS

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2. Hitt, J.C. Discovering Our Futures: The Power of Partnerships, 2009 President-to-Presidents Lecture. *American Association of State Colleges and Universities*, 2010.
3. Hitt, J.C. and Hartman, J.L. Managing IT Transformation. *College Planning & Management*, 2002, 5, 14-18.
4. Hitt, J.C. and Hartman, J.L. Distributed Learning: New Challenges and Opportunities for Institutional Leadership. *American Council on Education and Educause*, 2002.
5. Hitt, J.C., Leadership: Connecting IT Possibilities and Institutional Priorities. *Educause Review*, 2001, 36, 8-9.
6. King, V., Barnes, B., and Hitt, J.C. Diversity and the Metropolitan University: Coming of Age in the 21st Century. *Metropolitan Universities*, 1999, 69-76.
7. Hitt, J.C., Terrell, J.D., Bolte, J.R., Richmond, J.E. University of Central Florida Case Study – Wise Choices for Tough Times: Innovative Resource Reallocation Strategies to Strengthen the University. *American Association of State Colleges and Universities*, 1993, 62-82.
8. Perkins, M.S., Perkins, Marv N., and Hitt, J.C. Effects of stimulus female on sexual behavior of male rats given olfactory tubercle and corticomedial amygdaloid lesions. *Physiology and Behavior*, 1980, 25, 495-500.
9. Cameron, W.R., Gage, F.H. 111, Hitt, J.C. and Popolow, H.B. The influence of anterodorsal hippocampus on feminine sexual behavior in rats. *Behavioral and Neural Biology*, 1979, 27, 72-86.
10. Gilman D.P. and Hitt, J.C. Effects of gonadal hormones on pacing of sexual contacts by female rats. *Behavioral Biology*, 1978, 24, 77-87.
11. Modianos, D.T., Hitt, J.C., and Popolow, H.B. Habenular lesions and feminine sexual behavior of ovariectomized rats: diminished responsiveness to the synergistic effects of estrogen and progesterone. *Journal of Comparative and Physiological Psychology*, 1975, 89, 231-237.
12. Watson W.H., Reinecke, M.G., and Hitt, J.C. The structure and biological activities of germacranolide lactones and cactus alkaloids. *Revista Lati Neoamericana*, 1975, 6, 1-12.
13. Modianos, D.T., Hitt, J.C., and Flexman, J.E. Habenular and stria medullaris lesions produce decrements in feminine, but not masculine, behavior in spayed rats. *Behavioral Biology*, 1974, 10, 75-87.

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16. Gerall, A.A., Stone, Linda S., and Hitt, J.C. Neonatal androgen depresses female responsiveness to estrogen. *Physiology and Behavior*, 1972, 8, 17-20.
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20. Hitt, J.C. and Gerall, H.D. Simple and complex learning in rats reared socially or in isolation. *Psychonomic Science*, 1966, 4, 179-180.
21. Angermeier, W.F. and Hitt, J.C. Dimensions of light as reinforcement: changes in patterns, brightness, and movement. *Journal of Genetic Psychology*, 1964, 104, 147-153.
22. Angermeier, W.F., Hitt, J.C., and Wilbourn, J. Change in motor activity as reinforcement in rats, chicks, and fish. *Journal of Genetic Psychology*, 1963, 103, 161-165.

PERSONAL
INFORMATION

Born December 7, 1940, Houston, Texas
Married Martha Halsted, December 23, 1961
One son, one daughter, two grandchildren