

## President Hitt Contract Renewal Changes

- Change the effective date to July 1, 2016, and revise all dates accordingly.
- Remove the “Forfeiture of Additional Compensation” provision because the additional compensation is paid on June 30, 2016.

## A History of President Hitt's Accomplishments at UCF

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 21<sup>st</sup> century, complementing the land-grant universities of the 19<sup>th</sup> and 20<sup>th</sup> 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 20<sup>th</sup> 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 21<sup>st</sup>-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 115<sup>th</sup> 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 10<sup>th</sup>. *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 15<sup>th</sup> 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 21<sup>st</sup> 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 TaxWatch (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 has been approved by the State University System of Florida, Board of Governors and Governor Scott. The campus 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.