

Agenda and Meeting Materials March 25, 2020

Telephone Conference Call Tallahassee, FL



ACTIVITIES BOARD OF GOVERNORS MEETINGS By Conference Call March 25, 2020

By Conference Call

Wednesday, March 25, 2020

10:00 – 10:10 a.m.	Academic and Student Affairs Committee Chair: Ms. Darlene Jordan; Vice Chair: Mr. Brian Lamb Members: Cerio, Corcoran, Felton, Frost, Johnson, Scott, Tripp
10:10 – 10:20 a.m.	Budget and Finance Committee Chair: Mr. Brian Lamb; Vice Chair: Mr. Eric Silagy Members: Cerio, Johnson, Kitson, Scott
10:20 – 10:25 a.m.	Nomination and Governance Committee Chair: Mr. Syd Kitson; Vice Chair: Mr. Brian Lamb Members: Cerio, Jordan, Levine, Stermon
10:25 – 10:35 a.m.	Task Force on Academic and Workforce Alignment Chair: Mr. Eric Silagy; Vice Chair: Mr. Huizenga, Jr. Members: Cerio, Jordan, Kitson, Lamb, Stermon
10:35 – 11:05 a.m.	Chair: Mr. H. Wayne Huizenga, Jr.; Vice Chair: Dr. Steve Scott
	Members: Edge, Felton, Kitson, Lydecker, Silagy

Please note that this schedule may change upon adjournment of previous meetings, and at the Chair's privilege.



CONSTITUTION OF THE STATE OF FLORIDA

AS REVISED IN 1968 AND SUBSEQUENTLY AMENDED

ARTICLE IX

EDUCATION

SECTION 7. State University System .--

(a) PURPOSES. In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) STATE UNIVERSITY SYSTEM. There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) LOCAL BOARDS OF TRUSTEES. Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) STATEWIDE BOARD OF GOVERNORS. The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

(e) FEES. Any proposal or action of a constituent university to raise, impose, or authorize any fee, as authorized by law, must be approved by at least nine affirmative votes of the members of the board of trustees of the constituent university, if approval by the board of trustees is required by general law, and at least twelve affirmative votes of the members of the board of governors, if approval by the board of governors is required by general law, in order to take effect. A fee under this subsection shall not include tuition.

History.--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002; Am. proposed by Constitution Revision Commission, Revision No. 2, 2018, filed with the Secretary of State May 9, 2018; adopted 2018.



AGENDA Academic and Student Affairs Committee By Telephone Conference Call Tallahassee, Florida March 25, 2020 10:00 a.m. - 10:10 a.m.

or

Upon Adjournment of Previous Meetings

Chair: Ms. Darlene Jordan; Vice Chair: Mr. Brian Lamb Members: Cerio, Corcoran, Felton, Frost, Johnson, Scott, Tripp

1. Call to Order and Opening Remarks **Governor Darlene Jordan** 2. Minutes of Committee Meeting **Governor Jordan** Minutes, January 30, 2020 3. Public Notice of Intent to Adopt Board of Governors Dr. Traki L. Taylor **Regulation 8.007 Articulation** Assistant Vice Chancellor for Academic Affairs 4. Amendment to Board of Governors Regulation 6.002 Dr. Traki L. Taylor Admission of Undergraduate First-Time-in-College, **Degree-Seeking Freshman** 5. Concluding Remarks and Adjournment **Governor Jordan**

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STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Academic and Student Affairs Committee March 25, 2020

SUBJECT: Minutes of Committee Meeting held January 30, 2020

PROPOSED COMMITTEE ACTION

Consider approval of the minutes of the Academic and Student Affairs Committee meeting held on January 30, 2020, at Florida State University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Academic and Student Affairs Committee will consider approval of the minutes of the meeting held on January 30, 2020, at Florida State University.

Supporting Documentation Included:

January 30, 2020, Minutes

Facilitators/Presenters:

Governor Darlene Jordan

MINUTES STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS ACADEMIC AND STUDENT AFFAIRS COMMITTEE FLORIDA STATE UNIVERSITY TALLAHASSEE, FLORIDA January 30, 2020

Video or audio archives of the meetings of the Board of Governors and its Committees are accessible at <u>http://www.flbog.edu.</u>

1. Call to Order and Opening Remarks

Governor Norman Tripp convened the Academic and Student Affairs meeting at 8:32 a.m. with the following members present: Chair Jordan (by phone), Governors Cerio, Felton, Frost (by phone), Johnson, Lamb, and Scott (arrived at 8:51 a.m.). A quorum was established.

2. Minutes of October 30, 2019, Committee Meeting

Governor Tripp asked for a motion to approve the minutes from the October 30, 2019, committee meeting. Governor Cerio moved to approve, Governor Frost seconded the motion, and the motion carried unanimously.

3. Vice Chancellor and Chief Academic Officer's Report

Governor Tripp recognized the Vice Chancellor for Academic and Student Affairs, Dr. Christy England, to give an update on the activities of the Academic and Student Affairs (ASA) unit.

- Dr. Disraelly Cruz was promoted to Director of Planning and Policy effective January 1, 2020. Dr. Cruz will be supporting the Board's strategic planning efforts.
- ASA staff have attended various meetings with campus constituents in academic and student affairs, economic and workforce development, and statewide articulation areas as a part of the normal course of work for the office. Specific meetings brought to the forefront include:
- The Academic Affairs team, led by Assistant Vice Chancellor for Academic Affairs, Dr. Traki L. Taylor, hosted a workshop for campus staff who are responsible for overseeing the coordination and submission of various academic requests submitted to the board office. There was participation from all twelve institutions, and requests for additional training and workshops have been expressed.

- Assistant Vice Chancellor for Strategic Initiatives and Economic Development, Ms. Emily Sikes, has been very active in providing support to Governor Cerio and the Chancellor with the Talent Development Council. Ms. Sikes has also provided the Council with additional information on a variety of system initiatives.
- Staff attended the Fall Florida Institute of Oceanography (FIO) Council Meeting.
- Staff attended the Florida Postsecondary Education Program Planning Institute in Orlando, which helps to facilitate the planning and implementation of Florida Postsecondary Transition Programs for students with intellectual disabilities.

Governor Tripp noted that the State University System of Florida had been ranked the number one system three years in a row. Governor Tripp then recognized the Academic and Student Affairs leadership and staff for all of the work done in partnership with the State University System institutions to ensure it continues to be the number one system.

4. Public Notice of Intent to Amend Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshman

Governor Tripp recognized Dr. Traki L. Taylor to present the proposed revisions to the Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshman.

Dr. Taylor stated that the regulation currently defines First-Time-in-College (FTIC) as high school graduates who have earned fewer than twelve (12) semester hours of transferable college credit since receiving a diploma. The regulation also states that University boards shall establish admission regulations, which may have higher minimum standards than the regulation. Additionally, all FTIC students must submit an SAT or ACT score and demonstrate foreign language competency at the second high school level or higher. Students with a disability may be eligible for reasonable substitution or modification to the standards. Finally, students are eligible for admission, and Talented Twenty criteria.

Dr. Taylor stated that the impetus for the amendments to the regulation was due to the increase in the number of high school students graduating with their Associate of Arts (A.A.) degrees, and the request from admissions directors for more flexibility with admissions standards within the SUS.

Dr. Taylor shared that the proposed amendments to the regulation include the removal of test score minimums for students with a 3.0 or higher high school GPA and for Talented 20 students. The amendments also included the addition of a category for students who graduate with an A.A. degree and other technical

changes. The changes will provide greater flexibility in admissions decisions and provide clarity regarding the treatment of A.A. high school graduates in the admissions process.

Governor Tripp asked for a motion to approve the Public Notice of Intent to amend Regulation 6.002, Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshman. Governor Cerio moved to approve, Governor Johnson seconded, and the motion carried unanimously.

 Public Notice of Intent to Amend Board of Governors Regulation 6.008 Post Secondary College-level Preparatory Testing, Placement, and Instruction for State Universities

Governor Tripp recognized Dr. Taylor to present the proposed revisions to the Board of Governors Regulation 6.008, Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities.

Dr. Taylor shared that the current regulation specifies the minimum assessment standards to be met by FTIC degree-seeking students, and provides direction for developmental education requirements for SUS institutions and students. Dr. Taylor also shared that the regulation currently requires the same assessment standards of Florida College System students as those set by the State Board of Education (SBOE).

Dr. Taylor stated that the impetus for amendments to the regulation was to align the testing standards and comply with the changes to the SBOE standards.

Dr. Taylor stated the amendments to regulation 6.008 would remove outdated assessment standards for the SAT and Accuplacer to align with the current assessment standards with SBOE rule requirements, and to provide equal treatment for SUS students.

Governor Tripp asked for a motion to approve the Public Notice of Intent to amend Board of Governors Regulation 6.008, Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities. Governor Felton moved to approve, Governor Cerio seconded the motion, and the motion carried unanimously.

- 6. Academic Program Items
 - A. Termination Request for Ph.D. in Rehabilitation Counseling, CIP 51.2310, Florida State University.

Governor Tripp introduced a request from Florida State University to terminate the Ph.D. in Rehabilitation Counseling (CIP 51.2310). During the university's 2008 budget cuts, two faculty lines were eliminated, and the two

remaining faculty in the program were reassigned to a different department. The program has been suspended since fall 2011, and no new students have been admitted since that date. One doctoral candidate remains in the program and is estimated to graduate within the next two semesters. The Board of Trustees approved the termination on November 16, 2018, effective summer 2020 with a phase-out term of summer 2020.

Governor Tripp asked for a motion to approve the termination of the Ph.D. in Rehabilitation Counseling at Florida State University, CIP 51.2310. Governor Cerio moved to approve, Governor Lamb seconded, and the motion carried unanimously.

B. Request for Exception to the 120 Credit Hour Requirement by the University of Central Florida for the Bachelor of Science in Materials Science Engineering, CIP 14.1801.

Governor Tripp introduced a request for a 120 credit hour exception from the University of Central Florida (UCF) for its proposed Bachelor of Science in Materials Science and Engineering, CIP 14.1801. The university is requesting approval for 128 credit hours to meet ABET accreditation standards and to deliver a nationally competitive program. The UCF Board of Trustees approved the exception on September 27, 2018, effective fall 2020. Dr. Timothy Letzring was recognized to make the presentation.

Dr. Letzring stated that the proposed program at the 128 credit hours will be aligned with the university's other ABET-accredited programs, and provide graduates with the skills and knowledge base that employers come to expect from UCF graduates.

Dr. Letzring shared that the program will be built on a proven model, which helps to ensure the academic and professional success of graduates and make them workforce ready. Additionally, he shared that the institution has letters of support for the proposed program from Lockheed Martin, Mayo Clinic, Embraer, Simeon's, NASA, and 34 other companies. Dr. Letzring stated that the letters are evidence of the strength of their current programs, and the institution would like to continue to build on that strength.

Dr. Letzring acknowledged Dr. Manoj Chopra, Associate Dean of the College of Engineering and Computer Science, and stated that he was available for any questions or comments. Governor Tripp recognized Dr. Chopra.

Governor Cerio inquired about the impact that the additional eight hours may have on the program. Additionally, he asked if the institution received feedback from industry partners regarding the need for the additional credit hours. Dr. Chopra discussed the broad nature of engineering programs, as

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well as how the additional credit hours would allow students to acquire the specialized technical knowledge needed. He also stated that the additional courses would also better prepare students for graduate study. Additionally, he stated that an industry advisory board, made up of twelve individuals, submitted a letter, as well as the 34 letters submitted from industry partners, all highlighting the industry support for the additional credit hours.

Governor Tripp asked for a motion to approve the exception to the 120 credit hour requirement, at 128 credit hours, for the Bachelor of Science in Materials Science and Engineering. Governor Frost moved to approve, Governor Felton seconded, and the motion carried with one opposed (Governor Cerio).

C. Torrey Pines @ FIU Special Purpose Center

Governor Tripp introduced Dr. Kenneth G. Furton, Provost and Executive Vice President, and Dr. Andres Gil, Vice President for Research and Economic Development and Dean of the University Graduate School at Florida International University (FIU) to make a presentation.

Dr. Furton requested approval for the Torrey Pines Institute of Molecular Studies to be classified as a Special Purpose Center. Dr. Furton recognized Dr. Gil and acknowledged his work on this project. He also acknowledged the presence of Mr. Russ Blackburn, City Manager for Port St. Lucie, as well as the founder of the Torrey Pines Institute, Dr. Richard A. Houghten.

Dr. Furton provided a brief description of the 108,000 square feet facility. He noted that the Torrey Pines Institute was built in 2008 and would cost approximately \$60 million to build today. Dr. Furton stated that the special purpose center would only be used for research purposes for faculty, doctoral, and post-doctoral students. It would support FIU's research through the recruitment of top faculty to Florida. He also shared that a recent Office of Program Policy Analysis and Government Accountability survey found that FIU currently has about 48 percent of the space needed to continue its research development.

Dr. Furton preceded to provide the following chronological timeline for the development of the special purpose center.

- 2015 Initial discussions took place.
- 2016 In consultation with the Governor's office and Board of Governors' staff, a merger plan was developed. This plan was then brought to FIU's Board of Trustees (BOT), where the recommendation was made to delay further acquisition discussions and develop a more detailed business plan.

- 2017 FIU staff completed an inspection of the building in conjunction with the city of Port St. Lucie, and the Torrey Pines Institute staff. Following the inspection, FIU developed a detailed business plan.
- 2018 The plan was brought back to FIU's BOT, and approval was given to begin a leasing arrangement. The goal of the arrangement was to demonstrate the ability to bring top faculty to Florida at the facility.
- 2019 FIU staff worked with the Florida Department of Economic Opportunity to finalize the financial arrangements associated with the transfer of Torrey Pines and with the city of Port St. Lucie to become a special-purpose center. On December 2, 2019, the city voted to transfer the facility to FIU contingent upon approval of the Board of Governors and FIU's BOT. On December 5, 2019, FIU's BOT approved the acquisition.

Dr. Furton stated FIU has also entered into a partnership with the Cleveland Clinic. The partnership is important to the success of the proposed special purpose center because the work of the Cleveland Clinic aligns very closely with the mission of Torrey Pines. The geographic proximity provides an opportunity for collaboration. For example, the Cleveland Clinic has started to develop medical research efforts in Florida at the old Vaccine and Gene Therapy Institute building directly next to the proposed facility. FIU will also collaborate with the Cleveland Clinic in the development of translation research around drug discovery, infectious diseases, and cancer. This will provide FIU with the opportunity to recruit additional researchers, coordinate activities, and share core research facilities. Additionally, FIU has also attracted an Australian vaccine company that will be relocating to the proposed center.

Dr. Furton shared that the acquisition of Torrey Pines and the establishment as a Special Purpose Center makes strategic sense for FIU's status as a Research I institution. FIU has increased research expenditures and overhead generated at approximately \$200 million and \$22 million, respectively. The strategic plan approved by FIU's BOT and the Board of Governors contained a goal of \$300 million in research, and the acquisition of the additional space at Torrey Pines will provide half of the space needed towards the attainment of the goal.

Dr. Furton stated that the acquisition of the facility would expand the collaborative efforts of the institution. Collaboration with the Cleveland Clinic Learner Research Institute will establish a translational medical research hub with the proposed center, the Cleveland Clinic traditional hospital, and the research center. New treatments for a number of diseases, such as cancer and other infectious diseases, will be developed. This will help to improve the lives of Florida's citizens, having a major impact on the city of Port St. Lucie and the state of Florida.

Governor Tripp commented on the location of the proposed center in the geographic region of Florida Atlantic University (FAU) and requested clarification on any communication or collaborative efforts between FAU and FIU. Dr. Furton stated he discussed collaboration opportunities with his counterpart Dr. Gary Perry at the beginning of the project, and most recently Provost Bret Danilowicz. Additionally, Dr. Furton stated that Dr. Houghton engaged in discussions with the University of South Florida and FAU, prior to reaching out to FIU. Dr. Furton noted that FAU declined the opportunity to acquire the facility and partner with Dr. Houghton due to the significant investment needed in the building's infrastructure and the focus of current research at the institution. Dr. Furton stated that FIU would continue to collaborate with FAU and other SUS institutions.

Governor Huizenga stated that there should be a letter of support from Dr. John Kelly, President of FAU, included in the supporting documents. He stated that since no letter was available, he contacted FAU was told that there was a lack of communication and concern with the potential reduction in research dollars available to FAU. He also reported that FAU had expressed concerns regarding possible disruptions to the research being conducted by FAU. Governor Huizenga stated that while he supported this initiative, he had concerns regarding the lack of executive-level communication between the FIU and FAU.

President Kelly shared that the Vice President for Research at FAU looked at the facility with Dr. Houghten, and determined that FAU did not have the financial resources to make the partnership work. Additionally, FAU's focus was on the further development of the drug discovery programs at the Harbor Branch and Jupiter campuses. He also shared that the location of Torrey Pines is a little more than halfway between FAU's Jupiter campus and Harbor Branch campus. Lastly, he shared that he was not aware of the project until viewing a recent advertisement for faculty in the Chronicle of Higher Education.

Governor Tripp expressed concern with approving a Special Purpose Center for one institution in the regional service area of another. He suggested the Board consider postponing the approval of the special purpose center for another meeting. He also suggested the Board take a more in-depth look at the overall impact of the transfer.

Board Chair Kitson commented on the importance of communication, inclusion, and collaboration between institutions to ensure there is no conflict of interest. He also emphasized the importance of ensuring that all parties are on the same page.

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President Kelly stated that the priority of FAU is to focus on the two existing campuses. Dr. Furton clarified that Torrey Pines would be a research site only, and researchers from all sister institutions and the Miami Dade area are welcomed to engage in research at the facility. He stated that he is willing to ensure open communication and collaboration between the two institutions.

Dr. Furton shared that there are time constraints for the acquisition of the property because the city has already voted on the acquisition. Further delays will have financial consequences associated with the transfer of the property to FIU. Dr. Furton also stated that FIU has been working closely with board staff, and the city manager, to secure the transfer of the facility into the system.

Governor Tripp asked President Kelly to provide clarification on FAU's interest in Torrey Pines, as well as the communication between the two institutions

President Kelly responded, stating that FIU President, Dr. Mark Rosenberg, had a phone call with him before the board meeting. He stated that the phone call was the first communication from Dr. Rosenberg regarding the project. Governor Tripp sought clarification on the communication between other campus administrators.

Dr. Gil stated that he has engaged in discussions with his counterpart at FAU, Dr. Dan Flynn, since 2015. When discussions began, Dr. Flynn communicated that the acquisition was not an investment in the best interest of FAU at that time. He shared that FIU currently collaborates with FAU in different areas of research and the sharing of facilities. He further stated that FIU is currently working on a proposal that also includes FSU and UF.

Dr. Gil shared that working with the city, and the recruitment of faculty is timesensitive. He expressed concern that further delays in the project may cause the institution to cease all efforts.

Board Chair Kitson proposed that the Board move forward with the stipulation that there be a documented collaboration between the two institutions. Governor Huizenga agreed with Board Chair Kitson. There was discussion emphasizing the point that the missing letter of support signaled communication challenges between the institutional leaders.

Governor Tripp then asked for a motion to approve the establishment of Torrey Pines @ FIU as a Special Purpose Center, as defined by the Board of Governors Regulation 8.009, subject to the submission of a memorandum of understanding regarding the collaboration between the two universities at Torrey Pines. Governor Frost moved to approve, Governor Cerio seconded, and the motion carried unanimously.

7. Mental Health Update

Governor Tripp recognized Dr. Christy England and Dr. William Hudson Jr., Vice President for Student Affairs at Florida Agricultural and Mechanical University, to give the final report on the progress SUS institutions have made with the implementation of the system-wide Mental Health Enhancement Plans.

Dr. England shared that the Board of Governors has undertaken multiple initiatives to address mental health across the SUS. She stated that in March 2015, information was presented to the Academic and Student Affairs Committee addressing critical issues related to campus safety and security. The report showed that the SUS as a whole, as well as individual institutions, recognized the need to increase the number of well-trained professional counselors to address the growing demand from students with mental and behavioral health issues. A legislative budget request (LBR) was submitted to address these issues; however, it was not funded. In spring 2016, a second LBR was presented, which included additional goals to increase and expand campus counseling services. This proposal was also not funded.

Dr. England went on to report that in March 2017, this committee reviewed data showing that the demand for mental health assistance continued. In June 2017, Board Chair Tom Kuntz charged the university presidents with developing and submitting Mental Health Enhancement Plans. Every institution submitted a plan in November 2017. Updates on the implementation of the plans were presented to the Board of Governors' Drugs, Alcohol, and Mental Health Task Force in November 2018.

Dr. England then turned the presentation over to Dr. Hudson to provide an update on the mental health enhancements achieved to date by SUS institutions. Dr. Hudson reported that all institutions hired additional mental health staff to support the number of students in need of professional services. Institutions also increased access to services for students through programs such as WellConnect, which provides 24-hour access to licensed mental health counselors. Institutions increased mental health literacy through expanded online services using self-help modules. Lastly, specialized programs such as recovery programs that provide support services for drug and alcohol dependencies and abuse were implemented.

Governor Cerio inquired about the high number of staff searches still in progress at FAU and asked if there is a high turnover in this industry. Dr. Hudson stated that qualifications, high demand, and competition for mental health professionals

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make it difficult to hire the number of professionals needed, and it is a challenge to retain them.

Dr. John Kelly, President of FAU, stated that the institution does have the appropriate number of mental health counselors to accommodate the student population, but they do not show up in the same identification code. Additionally, Dr. Kelly stated that licensed psychologists from the community with private practices were contracted to accommodate the turnover, and permanent counselors will be hired.

Governor Tripp commented on the importance of addressing the mental health issues as a system and on the improvements the SUS institutions are making.

8. SUS Council for Student Affairs (CSA), Hazing Prevention Update

Governor Tripp recognized Dr. Hudson, who provided an update on system-wide Hazing prevention efforts.

Dr. Hudson stated that in February 2012, the CSA developed a system-wide campus environment matrix on hazing prevention and best practices. The matrix required all institutions to establish and maintain minimum standards that affirm the anti-hazing policy and reduce the frequency of hazing occurrences. These standards include the development and maintenance of an anti-hazing website, a 24/7 reporting system, programming and training for all campus constituents, and dissemination of anti-hazing policies campus-wide.

Dr. Hudson also presented information on the annual Hazing Prevention Summit. He stated that the summit is system-wide, held annually, and is designed to be a professional development and networking opportunity between campuses within the SUS. The summit provides the opportunity to share best practices through workgroups and case studies. The next summit is scheduled for May 15, 2020, at the University of South Florida.

Additionally, Dr. Hudson presented data regarding the impact of the April 2015, system-wide implementation of the AliveTek online hazing prevention module. He stated that there had been an increase in the number of students completing the online education modules each year. CSA, along with institutional partners, continues to look for efforts to increase participation. He highlighted some of the efforts, which include the onboarding of students during orientation and making the modules a requirement for certification for clubs and organizations. He also highlighted the importance of inclusion of all campus constituents.

Board Chair Kitson inquired about the impact of student participation in the education modules, and its effect on the number of hazing incidents reported.

Dr. Hudson stated there had been an increase in the number of incidents reported and a decrease in the number of actual hazing cases.

Governor Huizenga expressed concern regarding the differences in the number of students participating in the modules from each campus and encouraged doing more to increase participation. Dr. Hudson stated that many institutions are requiring students to complete the modules as a condition of participation in a student organization. He stated that here are ongoing efforts to increase participation on all campuses.

Governor Tripp requested a report on the progress of hazing incidents, prevention efforts, and impact over time delineated by institution. Dr. England stated that she and Dr. Hudson would follow up with each institution to gather information on participation requirements for the training. She commented on the recent revisions to the Board's hazing regulation and stated that the Board office would begin gathering data on hazing incidents that result in disciplinary findings. Additionally, Dr. England stated that a test run of this data collection was completed recently, and the findings show a relatively low number of incidents over a period of three years. Additionally, the majority of the incidents involved multiple individuals in a single incident. She stated that an annual collection would begin in summer 2020, and a report will be provided to the committee. Dr. England highlighted the positive impact of the work of the CSA and noted that various hazing prevention efforts at each institution had a system-wide impact. Governor Tripp thanked CSA for their efforts.

- 9. Academic and Student Affairs Updates
 - A. SUS Council of Academic Vice Presidents (CAVP)

Governor Tripp recognized Dr. Sally McRorie, Chair of the CAVP, who provided the following updates.

- The CAVP hosted a dinner with Dr. Taylor, Dr. England, and Dr. Nancy McKee, Associate Vice Chancellor for Innovation and Online Education, Provosts, and various other guests were in attendance. Among the topics discussed were the impact of the coronavirus on students, faculty, related travel, and how SUS institutions are responding to the challenge.
- Dr. McRorie stated that institutions are looking very carefully at how they are documenting any outside activities that faculty, staff, and students are participating in internally, in-state, out-of-state, or internationally.
- Dr. McRorie acknowledged the continued efforts of the SUS institutions to improve academic programs and the collaborative nature of the Provosts from the SUS institutions.
- B. SUS Council for Student Affairs (CSA)

Governor Tripp then recognized Dr. William Hudson Jr., Chair of the CSA, who provided the following updates.

- The CSA continues to promote system-wide mental health awareness to faculty, staff, and students, through Kognito at-risk simulation modules. Kognito has been implemented at all but one institution, which planned to launch within the following week. The Board will receive a report on completion statistics through a dashboard to be presented at the November 2020 Board of Governors meeting.
- The CSA is working with the Orientation Task Force to discuss best practices, and gather data on the impact of new student orientation on student retention, persistence, and graduation.
- Hazing prevention efforts continue to be at the forefront of student affairs and student life on campus.

Governor Tripp commended CSA for their efforts to address the various issues in Student Affairs.

C. Florida Student Association (FSA)

Governor Tripp recognized Governor Zenani D. Johnson, who provided the following updates.

- The FSA hosted its annual Rally in Tally event. Close to 200 students from across the state were in attendance, met with over 40 Florida legislators, and held a successful press conference. Additionally, an opening night reception was hosted where Governor Cerio was the keynote speaker with Representative Ausley, Representative Grant, Representative Ponder, Senator Flores, and Kristen Whitaker from the Board office also in attendance.
- The FSA has been working with Representative Grant and Representative Caruso to advocate for a tax break on textbooks. The previous tax break was enacted under former Governor Scott's administration and saved students over \$40 million.
- The FSA has also been advocating for an appropriation of \$340,000 to go towards the expansion of food pantries and the implementation of programs to assist homeless and food insecure college students within the SUS. Food and housing insecurities are a challenge across the entire system. The initiative is not currently funded in any of the proposed legislative budgets. The FSA requested support from the Board of Governors to assist with the efforts to secure funding to expand the aforementioned programs, in the form

of calls and letters to the legislative body. Governor Alan Levine acknowledged the efforts the FSA is making to address food and housing insecurities for SUS students. Additionally, Governor Levine suggested that the FSA look into other options for funding, such as matching funds. Governor Levine then suggested that the Board provide a resolution or letter of support to the FSA, showing their support for the effort. Board Chair Kitson supported Governor Levine's suggestion. Governor Tripp commented on the efforts the SUS institutions are making to address the needs of students who are homeless or without food. Governor Tripp moved the Board to provide a letter of support to the Florida Student Association for its Food Pantry Initiative, the motion was seconded by Governor Cerio, and the motion carried unanimously.

10. Concluding Remarks and Adjournment

Having no further business, Governor Tripp adjourned the meeting at 9:47 a.m.

Norman Tripp, Member

Brittanian K. Gamble Assistant Director for Academic Affairs

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STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Academic and Student Affairs Committee March 25, 2020

SUBJECT: Public Notice of Intent to Adopt Board of Governors Regulation 8.007 Articulation

PROPOSED COMMITTEE ACTION

Consider approval of Public Notice of Intent to Adopt Board of Governors Regulation 8.007 Articulation

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Article IX, Section 7, Florida Constitution, authorizes the Board of Governors to define the distinctive missions of the State University System (SUS) institutions and their "articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs."

Before the creation of the Board of Governors, the Board of Regents of the State University System collaborated with the State Board of Education to create Rule 6A-10.024, Articulation Between and Among State Universities, Community Colleges, and School Districts. This rule was then adopted by the Board of Governors through a resolution on January 7, 2003.

Since that time, the State Board of Education has revised the rule, and the Board of Governors has addressed key changes through stand-alone regulations, such as Regulation 6.006 Acceleration Mechanisms. Although current Board regulations address some areas of articulation, there are key components that require further direction. New areas for articulation, such as reverse transfer credit and SUS associate in arts degree requirements, have more recently been established. Institutions have also developed 2+2 enhancement programs, providing direct articulation for students from a partner Florida College System institution to a specific SUS institution. There is also a continual need for reinforcing system-wide participation in the Statewide Course Numbering System, the Florida Automated System for Transferring Educational Records, and the advising portal Florida Shines. Finally, among other issues, it is important to recognize the responsibility of institutions to provide clear and accessible information that assists in the smooth transference of students between institutions.

If approved by the Academic and Student Affairs Committee and the Board of Governors, the Intent to Establish 8.007 Articulation will be available for public comment

for thirty days. If no concerns are raised during that time, the Regulation will come before the Board of Governors for final approval.

Supporting Documentation Included:

Board of Governors Proposed Regulation 8.007 Articulation

Facilitators/Presenters:

Dr. Traki L. Taylor

Board of Governors Regulation 8.007 Articulation

(1) Each board of trustees shall plan and adopt policies and procedures to provide articulated programs so students can proceed toward their educational objectives as rapidly as their circumstances permit.

- (2) General education.
 - (a) Regulation 6.017 requires completion of thirty-six (36) semester hours of general education courses in communication, mathematics, social sciences, humanities, and natural sciences. Specific general education core requirements are found in Regulation 8.005.
 - (b) After a State University System (SUS) or Florida College System (FCS) institution has published its general education curriculum, the integrity of that curriculum shall be accepted by other Florida public postsecondary institutions. Once the full general education requirement is certified on the official transcript as being satisfactorily completed, no SUS institution may require any further general education coursework.
 - (c) Certain degree programs may expect students to complete specified course(s) that meet both general education and program common prerequisite requirements. Students and advisors should plan early so that students do not run the risk of acquiring excess hours.
 - (d) If a student does not complete the general education curriculum before he or she transfers, the student must meet the general education requirements of the receiving institution, consistent with section 1007.25, Florida Statutes.
- (3) Associate in Arts (A.A.) Degree.
 - (a) An associate in arts degree from a SUS institution shall include, for purposes of articulation consistent with section 1007.23, Florida Statutes:
 - 1. Completion of sixty (60) semester hours of college credit courses in an established program of study that includes a general education curriculum of thirty-six (36) semester hours of college credit in communication, mathematics, social sciences, humanities, and natural sciences.
 - 2. Competence in civic literacy pursuant to section 1007.25, Florida Statutes.
 - 3. Completion of the foreign language admission requirement pursuant to Regulations_6.002 and 6.004.
 - (b) Nothing herein shall prevent a SUS institution from denying admission or continued enrollment based on an applicant's past misconduct, both on or off-campus, or when past actions were found to disrupt or interfere with the orderly conduct, processes, functions or programs at any other postsecondary institution.
 - (c) Every associate in arts graduate of an FCS or SUS institution shall be granted admission to the upper-division of a public postsecondary institution consistent with section 1007.23, Florida Statutes. Admission to the student's preferred public postsecondary institution or program is not guaranteed. Additional requirements may be required for admission to limited access degree programs.
 - (d) State Board of Education Rule 6A-14.030(2), Florida Administrative Code, defines an associate in arts degree earned at an FCS institution (A copy of the rule may be viewed at <u>https://www.flrules.org/gateway/RuleNo.asp?title=COMMUNITY%20COLLEGES&ID=6A-14.030</u>).
 - (e) SUS institution shall recognize that an FCS associate in arts graduate meets SUS foreign language admission and civic literacy graduation requirements if their official FCS

postsecondary transcript reflects the student satisfied those requirements.

- (f) Each SUS institution shall allow FCS associate in arts degree graduates to continue to earn additional credits at the FCS institution, provided that the following is met:
 - 1. The course is the same prefix and course number as a course listed by the SUS institution as required for the degree or as a course prerequisite for a required course for the degree.
 - 2. Students must meet the same minimum grade requirements as the course grade minimums required of native students.
 - 3. The earning of such credit conflicts with the SUS institution's residency requirements infinal semesters.
- (g) Students may apply for an associate in arts degree through two different options. Some students may meet the requirements for both options and be able to choose the avenue for possibly receiving the degree. Students may not, however, receive an A.A. degree from both the SUS and the home FCS institution.:
 - 1. Associate in arts degree awarded at a SUS institution:
 - a. Students are informed of the criteria and process for requesting an associate in arts degree at new student orientation as well as in individual advising sessions.
 - b. Eligible students who stop out, do not re-enroll, and become inactive at the institution may meet the requirements of subsection (3)(a) above. Beginning with students enrolled at the SUS institution in the 2018-2019 academic year and thereafter, those who do not re-enroll at the institution the subsequent fall shall receive specific instructions from the SUS institution on how to apply for an A.A. degree.
 - 2. Associate in arts degree awarded to FCS transfer students by the awarding FCS institution through the reverse transfer of credit earned at the SUS institution:
 - a. SUS students who transfer more than 30 semester hours from a single Florida College System institution are notified about being eligible to receive an associate in arts degree at their home FCS institution if the student has earned at least a combined total of 60 semester hours, including the 30 or more semester hours from the home FCS with an overall cumulative grade point average of 2.0 or higher.
 - b. SUS institutions must notify transfer students meeting the subsection (3)(g)2 requirements above of their possible eligibility to receive an associate in arts degree from their home FCS institution. Students must consent to the sharing of information from the SUS institution to their home FCS institution regarding this option. If consent is given, SUS institutions must inform the appropriate FCS institution about the student's interest in receiving an A.A. degree and provide any applicable information.
- (4) Associate in Science (A.S.) Degree. The associate in science degree earned by FCS students is defined in Rule 6A-14.030, Florida Administrative Code. Pursuant to Rule 6A-14.030, the A.S. degree consists of lower-division college credit courses to prepare for entry into employment. It is a transfer degree and basis for admission to a related baccalaureate degree.
 - (a) Courses taken as part of the associate in science degree at a FCS institution to meet the general education requirements will transfer and apply toward the thirty-six (36) general education semester hours required for the baccalaureate degree. No additional general education semester hours can be required except to complete the total thirty-six (36) general education hours.
 - (b) Capstone and Career Ladder Degree Articulation Agreements. A capstone agreement provides for the acceptance of a specific associate in science degree from any FCS institution. A career ladder agreement integrates specific associate in science degree programs with identified

baccalaureate degree programs statewide.

(c) The SUS shall work through the Articulation Coordinating Committee to establish appropriate statewide associate in science to baccalaureate degree program articulation agreements and to recommend revisions that are consistent with board policies. Final statewide agreements must be approved by the ACC, the State Board of Education, and the Board of Governors before implementation.

(5) 2+2 Enhancement Programs: Pursuant to section 1007.23, Florida Statutes, SUS institutions must partner with at least one FCS institution in providing 2+2 targeted program(s) specifically designed to strengthen Florida's 2+2 system of articulation and to improve student retention and on-time graduation. SUS institutions shall:

- (a) Develop a Memorandum of Understanding with individual FCS partner(s), detailing the components of the 2+2 Enhancement Program, including academic transition, campus cultural transition, administrative oversight, and data support, as appropriate.
- (b) Conduct a biennial review of each Enhancement Program, starting in 2020, using the State University System Rubric for Self-Evaluation for Effective 2+2 Enhancement Programs.
 - 1. Make appropriate adjustments to the program if possible.
 - 2. Submit the completed rubric(s) to the Board of Governors office by March 1. The SUS institution shall provide name(s) and contact information of the individual(s) who can provide details about the enhancement program(s) to the Board.

(6) Each SUS institution shall provide the name and contact information of the faculty or staff member(s) who will serve as the initial contact for articulation issues, including articulation issues brought forth by the Florida Virtual Campus (FLVC). Each institution shall work with FLVC in providing timely and accurate information necessary for the promotion of articulation to students, parents, academic advisors, and other interested parties.

(7) Each SUS institution shall maintain the electronic exchange of student transcripts between other SUS institutions, FCS institutions, and the Department of Education and utilize the Florida Automated System for Transferring Educational Records (FASTER) or another system that converts educational records into a compatible format.

(8) All SUS institutions, except for New College of Florida, shall enter all postsecondary college credit courses in the Statewide Course Numbering System (SCNS). The SCNS uses a course designation that consists of a three-letter prefix and a four-digit number. Courses that have the same academic content and are taught by faculty with comparable credentials are given the same prefix and number (i.e., last three digits of the number). The credit awarded for these equivalent courses will satisfy the receiving institution's requirements on the same basis as credits awarded to native students. Institutions must refer to the *Florida Statewide Course Numbering System Handbook* for exceptions to the policy. New College of Florida is exempt from this requirement due to the unique nature of its curriculum and its special mission to create innovative, highly personalized educational experiences. New College of Florida must, however, recognize the academic integrity of SCNS credit and award equivalent and appropriate credit as earned.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS March 25, 2020

SUBJECT: Amendment to Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen was approved for public noticing to amend by the Board of Governors at its January 30, 2020 meeting. The proposed amended regulation provides greater flexibility for State University System institutions making undergraduate admission decisions while providing technical changes to assist in clarity of reading. Although admissions testing will still be required, in previously proven cases of academic success, specific test score minimums are not expected. There is also a technical change to the layout of Table One.

There was a request from the Division of Florida Colleges and the Florida College System to have additional discussions relating to the establishment of an Associate of Arts/High School Graduate admissions category. This section was removed in the draft amendment to provide time for continued discussion. The regulation, as described above, is being presented for final approval during the meeting of the full Board.

Supporting Documentation Included:	Amended Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen
Facilitators/Presenters:	Dr. Traki L. Taylor

6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

(1) **FTIC Undergraduate Admission - General.** This regulation outlines minimum eligibility requirements for first-time-in-college (FTIC) students seeking admission to an undergraduate degree program in the State University System (SUS). Individual institutions may choose to establish more stringent admission requirements within the parameters outlined in Board of Governors regulations.

- (a) For the purposes of this regulation, FTIC freshmen are defined as students who have earned a standard high school diploma from a Florida public or regionally accredited high school, or its equivalent, and who have earned fewer than twelve (12) semester hours of transferable college credit since receiving a standard high school diploma or its equivalent.
- (b) Eligibility for admission to the SUS does not guarantee admission to the specific institution or degree program to which admission is sought.
- (c) Each university board of trustees shall develop regulations governing the admission of FTIC students that comport with the requirements outlined in Board regulations. Such regulations may allow for exceptions to be made on an individual basis, as outlined in subparagraph 2(b) of this regulation, when a student, in the judgment of an appropriate university committee, can reasonably be expected to perform satisfactory academic work in the institution to which admission is sought.
- (d) In all but the following specified cases, an FTIC student must have earned a standard high school diploma from a Florida public or regionally accredited high school, or its equivalent, to be considered for admission to a state university. Students completing a home education program according to section 1002.41, Florida Statutes, meet this minimum admission requirement; however, each university may require additional documentation to verify eligibility for these students. Students admitted under early admission in accordance with university policy are exempted from this requirement during the time they are still classified as early admission students. Early admission is a form of dual enrollment through which eligible secondary students are admitted to a postsecondary institution on a full-time basis in courses that are creditable toward both the high school diploma and the students' university degree program.
- (e) FTIC students applying for admission must submit SAT Reasoning Test or redesigned SAT (rSAT) scores from the College Board or ACT scores from ACT, Inc. Universities may reserve the right to require a student to take an updated version of a test.
- (f) Each university shall require FTIC applicants to submit or authorize transmission of a complete official academic transcript of all secondary work and from each postsecondary institution, as appropriate. Each transcript shall list all courses for which the student was enrolled each term, the status in

each course at the end of the term, all grades and credits awarded, and a statement explaining the grading policy of the institution.

- (g) Each transcript should also specify any college credits the student earned through accelerated mechanisms. University weighting of approved accelerated mechanisms in the recalculation of the student's grade point average for admission purposes must be conducted per Board Regulation 6.006(5) Acceleration Mechanisms.
- (h) Each FTIC student admitted to the SUS is expected to demonstrate competency of foreign language or American Sign Language equivalent to the second high school level or higher (Spanish 2, Haitian Creole 2, etc.). A limited number of students not meeting the high school foreign language requirement may be admitted; however, these students must fulfill the foreign language requirement prior to completion of the baccalaureate degree. These students may meet this foreign language admission requirement by demonstrating competency at the elementary 2 level in one foreign language or American Sign Language at an undergraduate institution; demonstrating equivalent foreign language competence on the basis of scores determined by the Articulation Coordinating Committee (ACC) Credit-By-Exam Equivalencies, as adopted by the Board of Governors; or demonstrating equivalent foreign language or American Sign Language competence through other means approved by the university.
- (i) Any FTIC student with a disability shall be eligible for reasonable substitution or modification of any requirement for admission pursuant to Board Regulation 6.018.

(2) **FTIC Undergraduate Admission.** Students shall be considered as meeting minimum SUS eligibility requirements in one of the following ways:

(a) Standard Admission: FTIC students applying to the SUS may be considered for admission based on the following criteria:

1. An FTIC student may be admitted if meeting a 2.<u>50-2.99 or higher high</u> <u>school g</u>rade point average (GPA) on a 4.00 scale as calculated by the university, presents an official SAT and/or ACT score, and meets the requirements for college level placement per Board of Governors Regulation 6.008 and high school credits per Table One.

2. <u>An FTIC student may be admitted if meeting a 3.00 or higher high school</u> <u>grade point average (GPA) on a 4.00 scale as calculated by the university,</u> <u>presents an official SAT and/or ACT score, and meets the requirements for high</u> <u>school credits per Table One.</u>

Table One					
Students Entering High School Prior to July 1, 2007	Students Entering High School July 1, 2007 <u>,</u> or Later <u>*</u>				
4 credits – English/Language Arts (three of which must have included substantial writing requirements).	4 credits – English/Language Arts (three of which must have included substantial writing requirements).				
3 credits – Mathematics (at or above the Aalgebra Hevel).	4 credits – Mathematics (at or above the Aalgebra I level).				
3 credits – Natural Science (two of which must have included substantial laboratory requirements).	3 credits – Natural Science (two of which must have included substantial laboratory requirements).				
3 credits – Social Science (to include anthropology, history, civics, political science, economics, sociology, psychology, and/or- geography).	3 credits – Social Science (to include anthropology, history, civics, political science, economics, sociology, psychology, and/or geography).				
2 credits – Foreign Language See subsection (1)(h).	2 credits – Foreign Language See subsection (1)(h).				
3 credits – Additional academic electives in any combination of courses listed in the Department of Education Course Code Directory- as follows: 1. Up to three credits in Level II courses in English/Language Arts, Mathematics, Natural- Science, Social Science, Foreign Language, or Fine Arts; Level III courses in any discipline; or Dual Enrollment courses for which both high- school and postsecondary credits are granted; OR 2. At least one credit from 1. above and up to two credits in courses grade nine or above in- ROTC/Military Training, or at least one credit from 1. above and up to two credits of equivalent- courses in any discipline as determined by the- Articulation Coordinating Committee.	 2 credits – Additional academic credits (in any combination of courses listed in the Department of Education Course Code Directory.) 1. Two credits from among Level II courses listed in the Department of Education Course Code Directory in English/Language Arts, Mathematics, Natural Science, Social Science, Foreign Language, Fine Arts; Level III courses listed in the Directory in any academic or career and technical education credited discipline; or Dual Enrollment courses for which both high school and postsecondary academic credits are granted; OR 2. One credit from 1. above and one credit from grade nine or above in ROTC/Military Training, or an equivalent course in any discipline as determined by the Articulation Coordinating Committee. 				
	*Students entering high school before July 1, 2007, are required to have the credits listed above; however, they are only required to take three credits in the required mathematics. This adjustment then allows for three additional credits (instead of two), including Level III courses in any discipline.				

- 3. Home Education or Other Non-Traditional High School Program participants: A student applying for admission who has participated in a non-traditional high school program must present credentials determined to be equivalent to those described in this regulation by the individual SUS institution to which the student is applying. A student whose high school educational program is not measured in Carnegie Units must present a combined test score of at least 1450 on the SAT Reasoning Test (all three portions), an overall combined test score of 21 on the ACT.
- 4. Applicants presenting a GED must present official GED results, official transcripts of any partial high school completion, and ACT and/or SAT results. Each university shall determine equivalencies to university minimum standards.
- (b) Alternative Admission (Profile Assessment): Applicants who are not eligible for standard admissions may be considered for alternative admission. In addition to reviewing a student's GPA and test scores, a university may consider other factors in the review of the student's application for admission. These factors may include, but are not limited to, the following: a combination of test scores and GPA that indicate potential for success, improvement in high school record, family educational background, socioeconomic status, graduation from a lowperforming high school, graduation from an International Baccalaureate program, geographic location, military service, special talents and/or abilities, or other special circumstances. These additional factors shall not include preferences in the admissions process for applicants on the basis of race, national origin, or sex. The student may be admitted if, in the judgment of an appropriate institutional committee, there is sufficient evidence that the student can be expected to succeed at the institution.
 - 1. The number of first-time-in-college students admitted through <u>alternative</u> <u>admission profile assessment</u> at each university shall be determined by the university board of trustees.
 - 2. Each university shall implement specific measures and programs to enhance academic success and retention for students who are accepted into the institution using the alternative admissions option. The board of trustees shall review the success of students admitted under the <u>alternative admission</u> profile assessment process to ensure that their rates of retention and graduation remain near or above the institution's average.
- (c) Talented Twenty: Within space and fiscal limitations, admission to a university in the SUS shall be granted to an FTIC applicant who is a graduate of a public Florida high school, who has completed the eighteen (18) required high school units as listed in this regulation, who ranks in the top 20% of his/her high school graduating class, and who has submitted SAT Reasoning Test or redesigned SAT scores from the College Board or ACT scores from ACT, Inc., prior to enrollment. A student must be eligible for college-level work per Board of Governors Regulation 6.008 in order to be eligible for Talented Twentyconsideration. A Talented Twenty student is not guaranteed admission to the

university of first choice and should work closely with a high school counselor to identify options. The SUS will use class rank as determined by the Florida Department of Education.

(3) Any increase, change, or revision in standards of admission must be included in the undergraduate catalog and posted on the university website.

Authority: Section 7(d), Art. IX, Fla. Const., History - Formerly 6C-2.42, and 6C-6.02, 11-18-70, 5-27-74, 12-17-74, 6-25-80, 3-21-82, 4-16-84, 4-14-86, 4-20-87, 10-19-88, 1-23-90, 1-7-91, 9-15-91, 8-4-92, 5-17-95, 11-27-95, 9-19-00, 11-28-00, Amended and Renumbered as 6.002 9-27-07, 01-28-10, 11-08-12, 11-21-2013. Amended 01-21-16. Amended: 08-31-17. Amended _____.



AGENDA Budget and Finance Committee By Conference Call March 25, 2020 10:10 a.m. – 10:20 a.m. or

Upon Adjournment of Previous Meetings

Chair: Mr. Brian Lamb; Vice Chair: Mr. Eric Silagy Members: Cerio, Johnson, Kitson, Scott

- 1. Call to Order and Opening Remarks
- 2. Minutes of Committee Meeting
 - January 29, 2020
- 3. Auxiliary Facilities that have Bond Covenants Requiring Approval of Estimated 2020-2021 Operating Budgets

Mr. Tim Jones Vice Chancellor for Finance and Administration

Governor Brian Lamb

Governor Lamb

- 4. Board of Governors Regulations

 Regulation 9.007 State University Operating Budgets
- 5. Concluding Remarks and Adjournment

Governor Lamb

Mr. Jones

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Budget and Finance Committee March 25, 2020

SUBJECT: Minutes of Committee Meeting held January 29, 2020

PROPOSED COMMITTEE ACTION

Approve the minutes of the meeting held on January 29, 2020.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the minutes of the meeting held on January 29, 2020, at Florida State University.

Supporting Documentation Included:

Facilitators/Presenters:

Minutes, January 29, 2020

Governor Brian Lamb

MINUTES

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS BUDGET AND FINANCE COMMITTEE FLORIDA STATE UNIVERSITY TALLAHASSEE, FLORIDA JANUARY 29, 2020

Video or audio archives of the meetings of the Board of Governors and its Committees are accessible at <u>http://www.flbog.edu/.</u>

Mr. Brian Lamb, Chair, convened the meeting of the Budget and Finance Committee at 11:27 a.m. Members present for roll call were Tim Cerio, Zenani Johnson, Syd Kitson, Steven Scott, and Eric Silagy. Other Board members present included Shawn Felton, Pat Frost (by phone), Wayne Huizenga, Alan Levine, Charles Lydecker, Kent Stermon, and Norman Tripp.

1. <u>Call to Order</u>

Mr. Lamb called the meeting to order.

2. <u>Minutes of Committee Meeting</u>

Mr. Kitson moved that the Committee approve minutes from the October 3, 2019, joint meeting of the Facilities Committee and the Budget & Finance Committee, and Budget & Finance Committee meetings held on October 30, 2019, November 19, 2019, and November 22, 2019. Mr. Silagy seconded the motion, and members of the Committee concurred.

3. <u>Regulation 5.001 – Performance-based Funding</u>

Mr. Lamb explained that the regulation is being amended to adjust the institutional threshold from 50 points to 55 points for 2020 and 60 points for 2021. This implements the change approved by the Board on October 30.

Mr. Silagy moved that the Committee approve the public notice of intent to amend Regulation 5.001. Mr. Cerio seconded the motion, and members of the Committee concurred.

4. Business Process Control Review Report

Mr. Lamb provided the Committee with some background information and introduced Mr. Mark Maraccini and Mr. Bill Dykstra from Crowe LLP.

Mr. Maraccini and Mr. Dykstra provided an overview of the process, the risk rating methodology, and observations.

During discussion, Mr. Levine inquired about the status of the system's ability to protect information technology (IT) risk assessment data. Mrs. Vikki Shirley, Board of Governors General Counsel and Corporate Secretary, stated that section 1004.055 Florida Statute was enacted in 2017 to provide exemptions from public records and open meeting requirements.

Mr. Scott requested that Mr. Tim Jones poll the universities to see if any institution has obtained active shooter insurance.

Mr. Lamb asked Mr. Gene Kovacs, Board of Governors Chief Information Officer, to follow-up with the universities on the information technology (IT) observations and report back to the Committee on implementation of the observations. Mr. Lamb also requested Mr. Tim Jones to follow-up on the non-IT observations and the implementation by the universities.

5. Concluding Remarks and Adjournment

Having no further business, the meeting was adjourned at 12:01 p.m.

Tim Jones, Vice Chancellor Finance and Administration Brian Lamb, Chair

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Budget and Finance Committee March 25, 2020

SUBJECT: Auxiliary Facilities that have Bond Covenants Requiring Approval of Estimated 2020-2021 Operating Budgets

PROPOSED COMMITTEE ACTION

Approve estimated 2020-2021 operating budgets for auxiliary facilities that have bond covenants requiring Board approval.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Bond Covenants

BACKGROUND INFORMATION

An auxiliary enterprise, as defined by the National Association of College and University Business Officers (NACUBO) in the College and University Business Administration Manual, is "an entity that exists to furnish a service to students, faculty, or staff, and that charges a rate directly related, but not necessarily equal, to the cost of the service". One of the distinguishing characteristics of auxiliary enterprises is that they are managed as self-supporting activities. Some examples of auxiliary enterprises are housing operations, university bookstores, food services, student health centers, parking services, and continuing education. Many auxiliary enterprises have debt service commitments for the construction of facilities that must be repaid from pledged revenues from operations.

Section 1010.60, Florida Statutes, authorizes the issuance of bonds or other forms of indebtedness pursuant to the State Bond Act to finance or refinance capital projects authorized by the Legislature. Specific covenants, as set forth in the authorizing resolutions of certain bond issues, require approval of estimated operating budgets for the upcoming fiscal year at least ninety (90) days preceding the beginning of the fiscal year. The state universities historically submit annual operating budgets for their auxiliary operations approximately forty-five (45) days after the beginning of the fiscal year; therefore, it is necessary for each affected institution to develop and submit, in advance, an estimated operating budget for all facilities with outstanding bond issues containing the operating budget approval covenant language.

The following universities have outstanding bond issues that require Board of Governors approval: University of Florida, Florida State University, the University of South Florida, Florida Atlantic University, the University of Central Florida, and Florida International University. A review of each university's information for auxiliary facilities affected by the specific bond covenants indicates that there will be sufficient revenues to meet the estimated level of operational expenditures and debt service payments for fiscal year 2020-2021.

Supporting Documentation Included:

Facilitators/Presenters:

Auxiliary Facility 2020-2021 Operating Budgets

Mr. Tim Jones

	OND TITLE: Parking Revenue Bonds Series 2018A UXILIARY FACILITY (IES): University of Florida Tran	sportation and Parking 2018-19 Actual	5 2019-20 Estimated	2020-21 Projected
۱.	REVENUE CARRIED FORWARD			
	A. Operating Cash Carried Forward:			
	Liquid	5,216,930	1,152,637	1,200,00
	Investments	0	0	
	Sub-Total:	5,216,930	1,152,637	1,200,00
	B. Replacement Reserve Forward:			
	Debt Service Reserve	2,984,165	1,785,575	1,784,20
	Maintenance and Equipment Reserve	3,932,401	3,165,000	3,395,40
	General Reserve	0	6,086,375	5,159,24
	Sub-Total:	6,916,566	11,036,950	10,338,84
	TOTAL CARRIED FORWARD (A +B):	12,133,496	12,189,587	11,538,84
_				
•	CURRENT YEAR REVENUE: * Revenue	14,671,617	15,105,000	15,936,00
-	Interest Income	14,071,017	15,105,000	15,956,00
	Other Income	361,590	196,000	4,766,00
	TOTAL CURRENT YEAR REVENUE:	15,033,207	15,301,000	20,702,00
				-, - ,- ,
•	SUMMARY OF AVAILABLE REVENUES (1 +2):	27,166,703	27,490,587	32,240,84
•	EXPENDITURES			
	Salaries and Matching	3,434,525	3,383,000	3,583,00
	Other Personal Services	481,100	539,000	555,00
	Operating Expense	1,931,073	2,637,000	2,766,00
	Repairs and Maintenance	611,398	626,000	658,00
	Debt Service	0	0	
	Repair and Replacement Expense	0	0	146.00
	Operating Capital Outlay	70,062	998,340	146,00
	Other Expense & Transfers Out TOTAL EXPENDITURES:	2,370,000	1,930,000	2,150,00
	IOTAL EXPENDITURES:	8,898,158	10,113,340	9,858,0
5.	TRANSFERS TO REPLACEMENT RESERVES			
	Debt Service Reserve	645,935	3,567,025	3,566,0
	Maintenance & Equipment Reserve	3,467,032	1,730,400	1,181,9
	General Reserve	6,086,375	(157,128)	5,996,02
	Sub-Total:	10,199,342	5,140,297	10,744,0
•	TRANSFERS FROM REPLACEMENT RESERVES			
	Debt Service Reserve	1,844,525	3,568,400	3,566,02
	Maintenance & Equipment Reserve	4,234,433	1,500,000	1,131,80
	General Reserve	0	770,000	4,620,00
ļ	Sub-Total:	6,078,958	5,838,400	9,317,82
	ENDING REPLACEMENT RESERVES (1B +5 -6)			
•	Debt Service Reserve	1,785,575	1,784,200	1,784,2
	Maintenance & Equipment Reserve	3,165,000	3,395,400	3,445,50
	General Reserve	6,086,375	5,159,247	6,535,32
	Sub-Total:	11,036,950	10,338,847	11,765,02
•	ENDING OPERATING CASH (1A +2 -4 -5)	1,152,637	1,200,000	1,300,00
	1			

University of Florida – Parking Revenue Bonds Series 2018A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

Yes, overhead is charged by the university to Transportation and Parking Services. Overhead assessments are included in amounts listed as "Operating Expense". For 2018-19, the actual overhead charge was \$537,696. For 2019-20 and 2020-21, the estimated overhead charges are \$873,000.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Current Year Revenues: Other Income/Inflows- this revenue line item mainly consists of parking mitigation fees received (\$165,000 in 2018-19, \$4,570,000 anticipated 2020-21). These fees occur on a project by project basis and are received only when parking inventory is permanently removed from a construction project site.

Current Year Expenditures: Other Personal Services - this expense line item is increased due to the hiring of 1.5 full time equivalent staff members.

Current Year Expenditures: Operating expenses - this expense line item is increased by \$706,000 (or 37%) between 2018-19 and 2019-20 due to an accounting change (reclassification of parking facility repairs as an operating expense) initiated by the university. Additionally, university overhead increased by \$340,000. An additional \$90,000 of the increase between 2018-19 and 2019-20 is attributed to costs associated with a new on campus shuttle program started in 2019-20. The remaining additional cost of \$40,000 is related to increased utility cost and the addition of the surface lots and the new Garage 14.

Current Year Expenditures: Operating Capital Outlay- this expense line item increased by \$928,278 (or 1325%) from 2018-19 to 2019-20 due to the purchase of 12 vehicles. 5 vehicles are being used in a new on campus shuttle program, 5 were to replace vehicles for existing programs, and 2 will be used to implement a new mobile license plate recognition system and enforcement program.

Current Year Expenditures: Other Outflows and Transfers Out: - this expense line item decreased by \$440,000 (or 19%) in 2019-20, reflecting a one-time reduction in the transfer.

Transfers to Replacement Reserves: - the amounts transferred to these line items are to maintain the balances set forth by the new reserve policies which were implemented in 2018-19.

Transfers from Replacement Reserves: Debt Service Reserves- from 2018-19 to 2019-20, this transfer line increased \$1,723,875 (or 94%) due to the first principle payment on the 2018A bond.

Transfers from Replacement Reserves: Maintenance & Equipment Reserve- from 2018-19 to 2019-20, this transfer line decreased \$2,734,433 (or 65%) due to the construction costs associated with five surface lots in 2018-19.

Transfers from Replacement Reserves: General Reserve- In 2020-21, the line item increased by \$3,850,000 (or 500%) for the anticipated construction of a new parking facility near Vet Med.

3. Please explain amounts categorized as "other".

Other Income/Inflows - expected vending revenue and transfer from the Transportation Fee Fund for GatorLift (disabled student shuttle). This line item also contains any parking mitigation fees.

Other Outflows and Transfers Out - includes expense incurred for the operation of City of Gainesville on campus buses to and from parking facilities (\$1,500,000 for 2020-21) as well as transfers to the General Reserve to fund future parking facilities (\$650,000 for 2020-21).

4. Add lines as needed for additional comments.

This report is presented on a cash basis presentation.

0	NIVERSITY: Florida State University DND TITLE: Housing System Bond Series 2010A, 2011 JXILIARY FACILITY (IES): University Housing Syster			
	Chiveisky Housing Syster	2018-19 Actual	2019-20 Estimated	2020-21 Projected
	REVENUE CARRIED FORWARD			
	A. Operating Cash Carried Forward:			
	Liquid	25,953,314	30,256,287	30,442,04
	Investments	0	0	
	Sub-Total:	25,953,314	30,256,287	30,442,04
	B. Replacement Reserve Forward:			
	Debt Service Reserve	0		
	Maintenance and Equipment Reserve	7,107,164	6,098,763	5,887,50
	General Reserve	29,239,662	34,681,172	36,071,80
	Sub-Total:	36,346,826	40,779,935	41,959,30
	TOTAL CARRIED FORWARD (A +B):	62,300,140	71,036,222	72,401,34
	CURRENT YEAR REVENUE:			
	* Revenue	47,525,624	47,720,312	48,023,15
	Interest Income	897,900	321,971	532,73
	Other Income	547,400	527,000	574,10
	TOTAL CURRENT YEAR REVENUE:	48,970,924	48,569,283	49,129,99
•	SUMMARY OF AVAILABLE REVENUES (1 +2):	111,271,064	119,605,505	121,531,34
	EXPENDITURES			
•	Salaries and Matching	9,382,465	10,566,030	10,381,94
	Other Personal Services	2,587,366	2,933,367	2,904,81
	Operating Expense	7,696,220	8,445,676	8,927,22
	Repairs and Maintenance	2,283,816	2,000,000	2,500,00
	Debt Service	14,612,339	15,380,000	15,380,00
	Repair and Replacement Expense	3,242,117	4,200,000	4,696,00
	Operating Capital Outlay	88,393	95,000	95,00
	Other Expense & Transfers Out	1,299,907	1,477,724	3,052,18
	TOTAL EXPENDITURES:	41,192,623	45,097,797	47,937,17
	TRANSFERS TO REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	0	0	
	General Reserve	3,475,328	3,285,727	1,192,82
	Sub-Total:	3,475,328	3,285,727	1,192,82
	TRANSFERS FROM REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	0	0	
	General Reserve	(195,463)	2,767,163	
	Sub-Total:	(195,463)	2,767,163	
•	ENDING REPLACEMENT RESERVES (1B +5 -6)			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	7,107,164	6,098,763	5,887,50
	General Reserve	32,910,453	35,199,736	37,264,62
	Interest Earned on Reserve Balances	762,318	660,803	629,39
	Sub-Total:	40,779,935	41,959,302	43,781,51
8.	ENDING OPERATING CASH (1A +2 -4 -5)	30,256,287	30,442,046	30,442,04
9.	1			

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

Florida State University – Housing System Revenue Bonds 2010A, 2011A, 2013A, 2014A, 2015A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

University overhead and Student Affairs overhead (FY 2021) is included in "Other Expense & Transfers Out"

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

N/A

3. Please explain amounts categorized as "other".

"Other Income" consists of funds received from laundry services in the Residence Halls as well as miscellaneous income which includes cell tower rental income. "Other Expense & Transfers Out" consists of transfers out for University administrative overhead charges and Student Affairs overhead charges (FY 2021)

1	UXILIARY FACILITY (IES): Parking and Transportatio	on Services 2018-19 Actual	2019-20 Estimated	2020-21 Projected
L.	REVENUE CARRIED FORWARD			
	A. Operating Cash Carried Forward:			
	Liquid	4,124,320	4,737,797	4,663,454
	Investments	0	0	1 (() 1 5
	Sub-Total:	4,124,320	4,737,797	4,663,45
	B. Replacement Reserve Forward:			
	Debt Service Reserve	0	0	
	Maintenance and Equipment Reserve	2,698,974	2,598,656	2,531,82
	General Reserve	661,858	830,680	1,029,51
	Sub-Total:	3,360,832	3,429,336	3,561,33
	TOTAL CARRIED FORWARD (A +B):	7,485,152	8,167,133	8,224,79
<u>.</u>	CURRENT YEAR REVENUE:			
	* Revenue	12,091,347	12,099,050	12,218,11
	Interest Income	151,997	163,078	165,00
	Other Income	125,000	0	10 000 11
	TOTAL CURRENT YEAR REVENUE:	12,368,344	12,262,128	12,383,11
5.	SUMMARY OF AVAILABLE REVENUES (1 +2):	19,853,496	20,429,261	20,607,90
١.	EXPENDITURES			
	Salaries and Matching	1,407,532	1,400,000	1,600,00
	Other Personal Services	228,430	239,000	239,70
	Operating Expense	4,981,869	5,462,693	5,446,93
	Repairs and Maintenance	145,753	113,500	168,50
	Debt Service	4,687,910	4,742,030	4,737,25
	Repair and Replacement Expense	0	60,000	30,00
	Operating Capital Outlay	0	0	4.40 55
	Other Expense & Transfers Out	303,373	152,247	149,57
	TOTAL EXPENDITURES:	11,754,867	12,169,470	12,371,96
5.	TRANSFERS TO REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	0	0 167,000	
	General Reserve Sub-Total:	0	167,000	
		<u> </u>	107,000	
.	TRANSFERS FROM REPLACEMENT RESERVES	0	0	
	Debt Service Reserve	0	0 100,000	
	Maintenance & Equipment Reserve General Reserve	0	100,000	
	Sub-Total:	0	100,000	
•	ENDING REPLACEMENT RESERVES (1B +5 -6) Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	2,698,974	2,498,656	2,531,82
	General Reserve	661,858	997,680	1,029,51
	Interest Earned on Reserve Balances	68,504	65,000	65,00
	Sub-Total:	3,429,336	3,561,336	3,626,33
	ENDING OPERATING CASH (1A +2 -4 -5)	4,737,797	4,663,455	4,674,60
١.	SUMMARY OF ENDING REVENUES (7 +8)	8,167,133	8,224,791	8,300,94

Florida State University – Parking Facility Revenue Bonds 2011A, 2014A, 2017A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

University overhead is included in "other expense" and Office of Business Services overhead is included in "operating expenses".

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

N/A

3. Please explain amounts categorized as "other".

"Other Income" includes transfer in from other University department (FY 2019).

"Other Expense & Transfers Out" consists of transfers out for University administrative overhead charges.

	NIVERSITY: University of South Florida DND TITLE: Parking Revenue Bonds: Series 2016A			
J	UXILIARY FACILITY (IES): Parking Garages 1, 2, 3, & 4	2018-19 Actual	2019-20 Estimated	2020-21 Projected
	REVENUE CARRIED FORWARD			
	A. Operating Cash Carried Forward:			
	Liquid	16,216,359	17,703,847	17,363,40
	Investments	0	0	15 0 (0, 40
	Sub-Total:	16,216,359	17,703,847	17,363,40
	B. Replacement Reserve Forward:			
	Debt Service Reserve	23,984	23,984	23,98
	Maintenance and Equipment Reserve	3,031,907	3,190,853	3,342,78
	General Reserve	7,846,696	8,352,496	8,599,15
	Sub-Total:	10,902,587	11,567,333	11,965,92
	TOTAL CARRIED FORWARD (A +B):	27,118,946	29,271,180	29,329,32
,	CURRENT YEAR REVENUE:			
••	* Revenue	14,422,183	13,832,078	14,000,00
	Interest Income	4,209	3,339	3,90
	Other Income	0	0	,
	TOTAL CURRENT YEAR REVENUE:	14,426,392	13,835,417	14,003,90
	SUMMARY OF AVAILABLE REVENUES (1 +2):	41,545,338	43,106,597	43,333,22
•	EXPENDITURES			. = . =
	Salaries and Matching	4,026,252	4,613,604	4,705,82
	Other Personal Services	264,686 4,036,137	400,000	400,00
	Operating Expense Repairs and Maintenance	4,036,137	4,800,000	4,800,00
	Debt Service	2,936,430	2,940,330	2,937,9
	Repair and Replacement Expense	0	2,740,550	2,707,7
	Operating Capital Outlay	368,135	370,000	450,00
	Other Expense & Transfers Out	829,459	900,000	920,00
	TOTAL EXPENDITURES:	12,461,099	14,023,934	14,213,78
	TRANSFERS TO REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	158,946	151,928	153,00
	General Reserve	318,859	0	
	Sub-Total:	477,805	151,928	153,00
•	TRANSFERS FROM REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	0	0	
	General Reserve	498,161	450,000	500,00
	Sub-Total:	498,161	450,000	500,00
	ENDING REPLACEMENT RESERVES (1B +5 -6)			
	Debt Service Reserve	23,984	23,984	23,98
	Maintenance & Equipment Reserve	3,190,853	3,342,781	3,495,78
	General Reserve	7,667,394	7,902,496	8,099,15
	Interest Earned on Reserve Balances	685,102	696,661	685,10
	Sub-Total:	11,567,333	11,965,922	12,304,02
	ENDING OPERATING CASH (1A +2 -4 -5)	17,703,847	17,363,402	17,000,51
	SUMMARY OF ENDING REVENUES (7 +8)	29,271,180	29,329,324	29,304,53

University of South Florida – Parking Revenue Bonds Series 2016A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

No. The pledged revenues reported do not contain overhead assessments.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Yes; total expenditures changed by more than 10% due to: filling several open positions, special capital projects as well as several repair and preventative maintenance projects.

3. Please explain amounts categorized as "other".

Expenditures "Other Outflows & Transfers Out" - Overhead assessment expense

	ND TITLE: Florida Atlantic University Housing Reve UXILIARY FACILITY (IES): Student Apartments Comj			2020-21 Projected
ι.	REVENUE CARRIED FORWARD			
	A. Operating Cash Carried Forward:			
-	Liquid	9,790,914	11,981,899	14,484,59
ŀ	Investments	0	0	14 404 50
ł	Sub-Total:	9,790,914	11,981,899	14,484,59
ŀ	B. Replacement Reserve Forward:			
ľ	Debt Service Reserve	0	0	
ľ	Maintenance and Equipment Reserve	597,583	670,663	742,27
ľ	General Reserve	0	0	,
ľ	Sub-Total:	597,583	670,663	742,27
l				
ſ	TOTAL CARRIED FORWARD (A +B):	10,388,497	12,652,562	15,226,87
ļ				
	CURRENT YEAR REVENUE:			
	* Revenue	5,103,693	5,230,786	5,209,18
	Interest Income	0	0	
ł	Other Income / Inflows	0	0	E 200 19
ŀ	TOTAL CURRENT YEAR REVENUE:	5,103,693	5,230,786	5,209,18
	SUMMARY OF AVAILABLE REVENUES (1 +2):	15,492,190	17,883,348	20,436,05
	EXPENDITURES			
ľ	Salaries and Matching	567,057	358,488	401,44
I	Other Personal Services	172,176	174,668	140,00
[Operating Expense	410,804	532,498	487,88
	Repairs and Maintenance	504,106	463,103	246,53
ļ	Debt Service	924,195	927,946	925,92
	Repair and Replacement Expense	0	0	
	Operating Capital Outlay	0	0	100 7
ļ	Other Expense & Transfers Out	261,290	199,774	199,77
-	TOTAL EXPENDITURES:	2,839,628	2,656,477	2,401,55
	TRANSFERS TO REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	73,080	71,614	73,08
	General Reserve	0	0	72 00
-	Sub-Total:	73,080	71,614	73,08
	TRANSFERS FROM REPLACEMENT RESERVES			
ľ	Debt Service Reserve	0	0	
Ī	Maintenance & Equipment Reserve	0	0	
Ī	General Reserve	0	0	
I	Sub-Total:	0	0	
ļ				
·	ENDING REPLACEMENT RESERVES (1B +5 -6)		2	
ŀ	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	670,663	742,277	815,35
ŀ	General Reserve Sub-Total:	0 670,663	0 742,277	815,35
	Sub-10tai:			
·	ENDING OPERATING CASH (1A +2 -4 -5)	11,981,899	14,484,594	17,219,13
ŀ	SUMMARY OF ENDING REVENUES (7 +8)	12,652,562	15,226,871	18,034,49

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

Florida Atlantic University – Housing Revenue Bonds 2016A – University Village Apartments

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

Not at this time.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Transfers from replacement reserves began in FY18 due to pending (Energy Savings Contract) ESCO contract for Heating Ventilation Air Conditioning (HVAC) repair and replacement for University Village Apartments (UVA).

3. Please provide details for amounts categorized as "other".

University overhead and revenue sharing.

30	OND TITLE: Florida Atlantic University Housing Reve	enue Bonds, Series 2010	5A	
1	UXILIARY FACILITY (IES): Student Apartments Com	plex - Heritage Park To 2018-19 Actual	wers 2019-20 Estimated	2020-21 Projected
1.	REVENUE CARRIED FORWARD			
	A. Operating Cash Carried Forward:			
	Liquid	2,748,138	3,565,173	3,965,265
	Investments	0	0	
	Sub-Total:	2,748,138	3,565,173	3,965,26
	B. Replacement Reserve Forward:			
	Debt Service Reserve	0	0	
	Maintenance and Equipment Reserve	507,034	578,257	653,48
	General Reserve	0	0	
	Sub-Total:	507,034	578,257	653,48
	TOTAL CARRIED FORWARD (A +B):	3,255,172	4,143,430	4,618,75
	CURRENT AD REVENUE			
۷.	CURRENT YEAR REVENUE: * Revenue	3,663,466	3,845,349	4,195,428
	Interest Income	0	0	4,190,420
	Other Income / Inflows	0	0	
	TOTAL CURRENT YEAR REVENUE:	3,663,466	3,845,349	4,195,428
3.	SUMMARY OF AVAILABLE REVENUES (1 +2):	6,918,638	7,988,779	8,814,178
1.	EXPENDITURES			
	Salaries and Matching	273,790	282,266	335,88
	Other Personal Services	245,768	280,717	225,000
	Operating Expense	476,297	591,513	293,77
	Repairs and Maintenance	215,456	584,863	285,502
	Debt Service	1,354,955	1,360,454	1,357,48
	Repair and Replacement Expense	0	0	
	Operating Capital Outlay	0	0	
	Other Expense & Transfers Out	208,942	270,216	270,21
	TOTAL EXPENDITURES:	2,775,208	3,370,029	2,767,86
5.	TRANSFERS TO REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	71,223	75,228	79,23
	General Reserve	0	0	
	Sub-Total:	71,223	75,228	79,233
5.	TRANSFERS FROM REPLACEMENT RESERVES			
	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	0	0	
	General Reserve	0	0	
	Sub-Total:	0	0	
7	ENDING REPLACEMENT RESERVES (1B +5 -6)			
•	Debt Service Reserve	0	0	
	Maintenance & Equipment Reserve	578,257	653,485	732,718
	General Reserve	0	0	
	Sub-Total:	578,257	653,485	732,718
8.	ENDING OPERATING CASH (1A +2 -4 -5)	3,565,173	3,965,265	5,313,60
0	SUMMARY OF ENDING REVENUES (7 +8)	4,143,430	4,618,750	6,046,31

Florida Atlantic University – Housing Revenue Bonds 2016A – Heritage Park Towers

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

Not at this time.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Transfers from replacement reserves began in FY18 due to pending (Energy Savings Contract) ESCO contract for Heating Ventilation Air Conditioning (HVAC) repair and replacement for Heritage Park Towers.

3. Please provide details for amounts categorized as "other".

University overhead and revenue sharing

INCOME AND EXPENDITURE STATEMENT UNIVERSITY: Florida Atlantic University BOND TITLE: Florida Atlantic University Housing Revenue Bonds, Series 2016A AUXILIARY FACILITY (IES): Glades Park Towers 2018-19 2019-20 2020-21 Actual Estimated Projected 1. REVENUE CARRIED FORWARD A. Operating Cash Carried Forward: 5,590,472 6,673,697 7,287,496 Liquid Investments 5,590,472 6,673,697 7,287,496 Sub-Total: B. Replacement Reserve Forward: **Debt Service Reserve** 0 0 0 645,440 732,953 729,081 Maintenance and Equipment Reserve **General Reserve** 0 0 0 729,081 Sub-Total: 645,440 732,953 7,406,650 TOTAL CARRIED FORWARD (A +B): 6,235,912 8,016,577 2. CURRENT YEAR REVENUE: * Revenue 4,284,179 4,545,247 5,148,126 **Interest Income** 0 0 Other Income / Inflows 0 0 0 4,284,179 TOTAL CURRENT YEAR REVENUE: 4,545,247 5,148,126 13,164,703 10,520,091 11,951,897 3. SUMMARY OF AVAILABLE REVENUES (1 +2): 4. EXPENDITURES 280,365 360,932 414,551 Salaries and Matching 319,691 293,193 235,000 **Other Personal Services** 583,480 184,217 463,837 **Operating Expense** 717,492 **Repairs and Maintenance** 221,842 381,000 1,610,400 1,615,400 1,613,400 **Debt Service Repair and Replacement Expense** 0 0 0 **Operating Capital Outlay** 0 0 0 Other Expense & Transfers Out 217,306 270,230 270,230 **FOTAL EXPENDITURES:** 3,113,441 3,840,727 3,098,398 5. TRANSFERS TO REPLACEMENT RESERVES **Debt Service Reserve** 0 0 0 87,513 90,721 93,929 Maintenance & Equipment Reserve General Reserve 0 0 0 87,513 90,721 93,929 Sub-Total: TRANSFERS FROM REPLACEMENT RESERVES 6. **Debt Service Reserve** 0 0 0 Maintenance & Equipment Reserve 0 94,593 0 **General Reserve** 0 0 0 0 0 Sub-Total: 0 7. ENDING REPLACEMENT RESERVES (1B +5 -6) **Debt Service Reserve** 0 0 0 Maintenance & Equipment Reserve 732,953 729,081 823,010 **General Reserve** 0 0 0 732,953 729,081 823,010 Sub-Total: 8. ENDING OPERATING CASH (1A +2 -4 -5) 6,673,697 7,287,496 9,243,295 9. SUMMARY OF ENDING REVENUES (7 +8) 7,406,650 8,016,577 10,066,305

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

Florida Atlantic University – Housing Revenue Bonds 2016A – Glades Park Towers

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

Not at this time.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Transfers from replacement reserves begin in FY18 due to pending (Energy Services Company) ESCO contract for Heating Ventilation Air Conditioning (HVAC) repair and replacement for Glades Park Towers.

3. Please provide details for amounts categorized as "other".

University overhead and revenue sharing.

INCOME AND EXPENDITURE STATEMENT

UNIVERSITY: Florida Atlantic University

BOND TITLE: Florida Atlantic University Housing Revenue Bonds, Series 2016A

AUXILIARY FACILITY (IES): Indian River Towers

UXILIARY FACILITY (IES): Indian River Towers	2018-19 Actual	2019-20 Estimated	2020-21 Projected
. REVENUE CARRIED FORWARD			
A. Operating Cash Carried Forward:			
Liquid	8,815,636	10,752,728	12,145,83
Investments	0	0	
Sub-Total:	8,815,636	10,752,728	12,145,8
B. Replacement Reserve Forward:			
Debt Service Reserve	0	0	
Maintenance and Equipment Reserve	581,303	672,966	653,3
General Reserve	0	072,900	000,0
Sub-Total:	581,303	672,966	653,3
	501,505	072,900	000,0
TOTAL CARRIED FORWARD (A +B):	9,396,939	11,425,694	12,799,1
CURRENT YEAR REVENUE:			
* Revenue	5,139,592	4,875,050	4,984,9
Interest Income	0	0	
Other Income / Inflows	0	0	
TOTAL CURRENT YEAR REVENUE:	5,139,592	4,875,050	4,984,9
SUMMARY OF AVAILABLE REVENUES (1 +2):	14,536,531	16,300,744	17,784,1
EXPENDITURES			
Salaries and Matching	379,243	324,744	362,4
Other Personal Services	248,750	249,526	200,0
Operating Expense	468,716	607,457	607,4
Repairs and Maintenance	212,971	445,762	287,4
Debt Service	1,576,938	1,488,500	1,490,0
Repair and Replacement Expense	0	1,400,500	1,490,0
	0	0	
Operating Capital Outlay Other European & Transform Out	224,219	270,561	270,5
Other Expense & Transfers Out	,		
TOTAL EXPENDITURES:	3,110,837	3,386,550	3,217,9
TRANSFERS TO REPLACEMENT RESERVES			
Debt Service Reserve	0	0	
Maintenance & Equipment Reserve	91,663	95,397	99,1
General Reserve	0	0	
Sub-Total:	91,663	95,397	99,1
TRANSFERS FROM REPLACEMENT RESERVES			
Debt Service Reserve	0	0	
Maintenance & Equipment Reserve	0	115,046	375,0
General Reserve	0	0	
Sub-Total:	0	0	375,0
ENDING REPLACEMENT RESERVES (1B +5 -6)			
Debt Service Reserve	0	0	
Maintenance & Equipment Reserve	672,966	653,317	377,4
General Reserve	0	0	,1
Sub-Total:	672,966	653,317	377,4
ENDING OPERATING CASH (1A +2 -4 -5)	10,752,728	12,145,831	13,813,6
SUMMARY OF ENDING REVENUES (7 +8)	11,425,694	12,799,148	14,191,1
	11,120,074	14,177,110	11/1/1/1

Florida Atlantic University – Housing Revenue Bonds 2003 – Indian River Towers

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

Not at this time.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Transfers from replacement reserves began in FY18 due to pending (Energy Savings Contract) ESCO contract for Heating Ventilation Air Conditioning (HVAC) repair and replacement for Indian River Towers.

3. Please provide details for amounts categorized as "other".

University overhead and revenue sharing.

INCOME AND EXPENDITURE STATEMENT

UNIVERSITY: University of Central Florida BOND TITLE: Parking Facilities Series 2010B, 2011A, 2012A, 2018A AUXILIARY FACILITY (IES): Parking Facilities

A. Ope Liqui Inves Sub-To B. Rep Debt Main Gene Sub-To TOTA TOTA TOTA * Reve Interd Other TOTA * Reve Interd Other TOTA Salar Other Opera Repai Opera Repai Opera Other TOTA Sub-To Sub-To Sub-To	ILIARY FACILITY (IES): Parking Facilities	2018-19 Actual	2019-20 Estimated	2020-21 Projected
A. Ope Liqui Inves Sub-To B. Rep Debt Main Gene Sub-To TOTA TOTA CURR * Reve Interd Other TOTA CURR * Reve Interd Other TOTA Salar Other Opera Repai Other Opera Repai Other TOTA CURR * Reve Interd Other TOTA CURR * Reve Salar Other Opera Repai Other TOTA COM Salar Other Opera Repai Other Sub-To A Sub-To A Sub-To Sub-To Sub-To Sub-To Sub-To	EVENUE CARRIED FORWARD			
Liqui Inves Sub-Ta B. Rep Debt Main Gene Sub-Ta TOTA TOTA TOTA CURR * Reve Interd Other TOTA Sub-Ta Sub-Ta Corres Sub-Ta Corres Sub-Ta Corres Sub-Ta Corres Sub-Ta Corres Sub-Ta Corres Sub-Ta Corres Sub-Ta Corres Corres Sub-Ta Corres	Operating Cash Carried Forward:			
Inves Sub-To B. Rep Debt Main Gene Sub-To TOTA TOTA * Reve Intero Other TOTA SUMM Salar Other Opera Repai Other Opera Repai Other TOTA Sub-To A Repai Other TOTA Sub-To A Repai Other TOTA Sub-To Sub-To Sub		10,243,725	8,378,916	10,247,84
Sub-Ta B. Rep Debt Main Gene Sub-Ta TOTA TOTA * Reve Intera Other TOTA SUMM Salar Other TOTA Salar Other Opera Repai Other Opera Other TOTA Sub-Ta Sub-Ta Sub-Ta	nvestments	0	0	_ = = = = = = = = = = = = = = = = = = =
B. Rep Debt Main Gene Sub-Tr TOTA CURR * Reve Interc Other TOTA SUMM Salar Other TOTA SUMM Salar Other Opera Other Opera Other Opera Other TOTA Sub-Tr Main Gene Sub-Tr Main Gene Sub-Tr	b-Total:	10,243,725	8,378,916	10,247,84
Debt Main Gene Sub-Tr TOTA * Reve Intere Other TOTA SUMM EXPEN Salar Other Opera Repai Debt Repai Debt Repai Debt Repai Opera TOTA TRAN Debt Main Gene Sub-Tr Main Gene	5-10tal.	10,243,725	0,070,710	10,247,04
Main Gene Sub-To TOTA * Reve Interce Other TOTA SUMM Salari Other Opera Other Opera Other TOTA Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Main Gene	Replacement Reserve Forward:			
Gene Sub-Tr TOTA * Reve Intere Other TOTA * Reve Intere Other TOTA SUMM EXPEN Salari Other Opera Repai Opera Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA Repai Opera Other TOTA	Pebt Service Reserve	0	0	
Sub-Ta TOTA TOTA CURR * Reve Intere Other TOTA SUMM EXPEN Salari Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-Ta	faintenance and Equipment Reserve	6,609,693	6,883,307	6,883,30
TOTA CURR * Reve Intere Other TOTA SUMM EXPEN Salari Other Opera Repai Debt Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Main Gene	Seneral Reserve	0	0	
CURR * Reve Intere Other TOTA SUMM EXPEN Salar Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Main Gene	b-Total:	6,609,693	6,883,307	6,883,30
CURR * Reve Intere Other TOTA SUMM EXPEN Salar Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Main Gene		16052 410	45.2 (2.222	45 404 45
* Reve Intere Other TOTA SUMM EXPEN Salar Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN	DTAL CARRIED FORWARD (A +B):	16,853,418	15,262,223	17,131,15
Intere Other TOTA SUMM EXPEN Salar Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN Debt	JRRENT YEAR REVENUE:			
Other TOTA SUMN EXPEN Salar Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN Debt	Revenue	22,947,232	22,744,342	23,112,28
Other TOTA SUMN EXPEN Salar Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN Debt	nterest Income	328,792	2,132,730	623,85
TOTA SUMN Salari Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Sub-To	Other Income / Inflows	0	0	,
EXPEN Salari Other Opera Debt Repai Opera Other TOTA TOTA TOTA Main Gene Sub-To Main Gene Sub-To	DTAL CURRENT YEAR REVENUE:	23,276,024	24,877,072	23,736,14
EXPEN Salari Other Opera Debt Repai Opera Other TOTA TOTA TOTA Main Gene Sub-To Main Gene Sub-To		10.100.110	40.100.005	40.047.00
Salari Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN Debt Main Gene	JMMARY OF AVAILABLE REVENUES (1 +2):	40,129,442	40,139,295	40,867,29
Other Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN Debt Main Gene	PENDITURES			
Opera Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To TRAN Debt	alaries and Matching	1,824,639	1,922,463	1,941,68
Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Main Gene	other Personal Services	557,839	560,569	566,17
Repai Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-To Main Gene	perating Expense	10,749,748	13,412,808	12,728,85
Debt Repai Opera Other TOTA TRAN Debt Main Gene Sub-Tr Main Gene	epairs and Maintenance	499,769	708,045	938,04
Repai Opera Other TOTA TRAN Debt Main Gene Sub-Ta Main Gene Sub-Ta	Debt Service	3,694,599	3,898,378	2,878,00
Opera Other TOTA TRAN Debt Main Gene Sub-To Sub-To	epair and Replacement Expense	0	0	2,070,00
Other TOTA TRAN Debt Main Gene Sub-To Sub-To Sub-To	Operating Capital Outlay	58,280	61,194	176,19
TOTA TRAN Debt Main Gene Sub-To TRAN Debt Main Gene Sub-To	Other Expense & Transfers Out	7,482,345	2,444,684	623,85
TRAN Debt Main Gene Sub-To TRAN Debt Main Gene Sub-To	DTAL EXPENDITURES:	24,867,219	23,008,141	19,852,80
Debt Main Gene Sub-To TRAN Debt Main Gene Sub-To	TAL EXI ENDITORES.	24,007,217	23,000,141	19,002,00
Main Gene Sub-To TRAN Debt Main Gene Sub-To	ANSFERS TO REPLACEMENT RESERVES			
Gene Sub-To TRAN Debt Main Gene Sub-To	Pebt Service Reserve	0	0	
Sub-To TRAN Debt Main Gene Sub-To	faintenance & Equipment Reserve	273,614	0	50,37
TRAN Debt Main Gene Sub-To	Seneral Reserve	0	0	
Debt Main Gene Sub-To	b-Total:	273,614	0	50,37
Debt Main Gene Sub-To				
Main Gene Sub-Te	AANSFERS FROM REPLACEMENT RESERVES	0	0	
Gene Sub-To	Oebt Service Reserve	0	0	
Sub-To	Aaintenance & Equipment Reserve	0	0	
	General Reserve	0	0	
ENDI	b-Total:	0	0	
LINDI	JDING REPLACEMENT RESERVES (1B +5 -6)			
	Debt Service Reserve	0	0	
	laintenance & Equipment Reserve	6,883,307	6,883,307	6,933,68
	General Reserve	0	0	0,700,00
	b-Total:	6,883,307	6,883,307	6,933,68
ENDI	NDING OPERATING CASH (1A +2 -4 -5)	8,378,916	10,247,847	14,080,80
SUMN	JMMARY OF ENDING REVENUES (7 +8)	15,262,223	17,131,154	21,014,48

University of Central Florida – Parking Facilities Series 2010B, 2011A, 2012A, 2018A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

No.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

Expenditures are projected to decrease by 14% from FY20 to FY21 primarily due to refunding of Parking Series 2010B bonds which was completed in February 2020 and a decrease reflected in Other Expenses & Transfers Out related how investments are recorded. Investments are now recorded centrally and not at the unit level. In 2019-20 there was a sale of investments that is not expected to occur in 2020-21.

3. Please provide details for amounts categorized as "other".

Other Expense & Transfers Out primarily consist of transfers to the university facilities department for the downtown campus garage and investment income.

	FY18-19	FY19-20	FY20-21
Interest revenue transferred out	558,841	2,132,730	623,854
Downtown Garage	3,569,480	0	0
Downtown Office Buildout	0	311,954	0
Garage C Extension – Debt Pay Off	2,683,136	0	0
Other	670,888	0	0
Total Other Expenses & Transfers Out	7,482,345	2,444,684	623,854
(Agrees to Schedule)	0	0	0

INCOME AND EXPENDITURE STATEMENT UNIVERSITY: University of Central Florida BOND TITLE: Housing Revenue Certificates Series, 2002, 2007A, 2012A, 2018A AUXILIARY FACILITY (IES): Housing Facilities 2020-21 2018-19 2019-20 Estimated Projected Actual 1. REVENUE CARRIED FORWARD A. Operating Cash Carried Forward: 12,206,351 8,660,026 7,079,184 Liquid Investments 12,206,351 8,660,026 7,079,184 Sub-Total: B. Replacement Reserve Forward: **Debt Service Reserve** 0 0 0 8,588,176 8,588,176 9,073,005 Maintenance and Equipment Reserve 0 **General Reserve** 0 0 8,588,176 9,073,005 Sub-Total: 8,588,176 TOTAL CARRIED FORWARD (A +B): 17,248,202 20,794,527 16,152,189 2. CURRENT YEAR REVENUE: * Revenue 27,652,064 27,723,350 27,723,350 **Interest Income** 321,294 1,923,902 525,480 Other Income / Inflows 2,312,091 2,520,000 2,520,000 TOTAL CURRENT YEAR REVENUE: 30,768,830 30,285,449 32,167,252 51,079,976 49,415,454 46,921,019 3. SUMMARY OF AVAILABLE REVENUES (1 +2): 4. EXPENDITURES 7,893,668 8,156,151 8,686,381 Salaries and Matching 1,817,761 1,915,053 1,721,463 **Other Personal Services** 8,179,155 8,446,965 8,598,344 **Operating Expense** 3,320,000 **Repairs and Maintenance** 2,753,551 3,169,944 8,626,004 8,337,250 8,334,025 **Debt Service Repair and Replacement Expense** 0 0 0 **Operating Capital Outlay** 101,986 90,000 92,700 Other Expense & Transfers Out 4,459,648 3,147,902 1,875,480 **FOTAL EXPENDITURES:** 33,831,774 33,263,265 32,628,393 5. TRANSFERS TO REPLACEMENT RESERVES **Debt Service Reserve** 0 0 0 0 484.829 0 Maintenance & Equipment Reserve General Reserve 0 0 0 0 484,829 0 Sub-Total: TRANSFERS FROM REPLACEMENT RESERVES 6. **Debt Service Reserve** 0 0 0 Maintenance & Equipment Reserve 0 0 0 **General Reserve** 0 0 0 0 0 0 Sub-Total: 7. ENDING REPLACEMENT RESERVES (1B +5 -6) **Debt Service Reserve** 0 0 0 Maintenance & Equipment Reserve 8,588,176 9,073,005 9,073,005 **General Reserve** 0 0 Ο 8,588,176 9,073,005 9,073,005 Sub-Total: 8. ENDING OPERATING CASH (1A +2 -4 -5) 8,660,026 7,079,184 5,219,621

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

SUMMARY OF ENDING REVENUES (7 +8)

9.

17,248,202

16,152,189

14,292,626

University of Central Florida – Housing Revenue Certificates Series 2002, 2007A, 2012A, 2018A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

No.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

No.

3. Please provide details for amounts categorized as "other".

Other Income primarily consists of all event related revenues, housing cancellation fees, late payment fees, earned commissions, and any administrative revenues.

Other Expenses & Transfers Out primarily consists of transfers to university facilities department for network infrastructure and equipment upgrade in 2020-21.

	FY17-18	FY18-19	FY19-20
Interest revenue transferred out	580,946	1,923,902	525,480
ResNet Infrastructure Upgrade (Student Housing Internet			
Services)	1,158,060	1,000,000	1,000,000
Network Equipment - ResNet Upgrade (Student Housing Internet			
Services)	0	224,000	350,000
Contribution to Downtown Campus Student Services Building			
Lease	2,700,000	0	0
Other Nonoperating Expense	20,642	0	0
Total Other Expenses & Transfers Out	4,459,648	3,147,902	1,875,480
(Agrees to Schedule)	0	0	0

INCOME AND EXPENDITURE STATEMENT UNIVERSITY: Florida International University BOND TITLE: Parking Facility Revenue Bonds, Series 2009B, 2013A AUXILIARY FACILITY (IES): Parking Revenue Trust Fund 2018-19 2020-21 2019-20 Estimated Projected Actual 1. REVENUE CARRIED FORWARD A. Operating Cash Carried Forward: 7,133,567 7,203,816 6,703,271 Liquid Investments 7,133,567 7,203,816 6,703,271 Sub-Total: B. Replacement Reserve Forward: 1,000,000 **Debt Service Reserve** 0 0 1,610,110 1,610,110 1,610,110 Maintenance and Equipment Reserve 0 389,890 **General Reserve** 0 1,610,110 1,610,110 Sub-Total: 3,000,000 9,703,271 TOTAL CARRIED FORWARD (A +B): 8,743,677 8,813,926 2. CURRENT YEAR REVENUE: * Revenue 16,404,262 16,139,322 15,994,236 Interest Income 253,832 213,827 228,482 Other Income 0 0 0 16,658,094 TOTAL CURRENT YEAR REVENUE: 16,353,149 16,222,718 25,401,771 25,167,075 25,925,989 3. SUMMARY OF AVAILABLE REVENUES (1 +2): 4. EXPENDITURES 2,370,435 2,708,462 2,789,716 Salaries and Matching 657,715 785,825 809,400 **Other Personal Services** 5,298,132 6,077,687 6,247,536 **Operating Expense** 475,739 **Repairs and Maintenance** 367,935 378,973 6,879,643 5,273,895 5,272,056 **Debt Service Repair and Replacement Expense** 0 0 0 **Operating Capital Outlay** 110,907 250,000 151,198 Other Expense & Transfers Out 633,756 0 0 **FOTAL EXPENDITURES:** 16,426,327 15,463,804 15,648,879 5. TRANSFERS TO REPLACEMENT RESERVES 1,000,000 **Debt Service Reserve** 0 161,518 0 0 Maintenance & Equipment Reserve General Reserve 389,890 0 161,518 1,389,890 0 Sub-Total: TRANSFERS FROM REPLACEMENT RESERVES 6. **Debt Service Reserve** 0 0 0 Maintenance & Equipment Reserve 161,518 0 0 General Reserve 0 0 0 0 161,518 0 Sub-Total: 7. ENDING REPLACEMENT RESERVES (1B +5 -6) **Debt Service Reserve** 0 1,000,000 1,000,000 Maintenance & Equipment Reserve 1,610,110 1.610.110 1,610,110 389,890 389,890 **General Reserve** 0 1,610,110 3,000,000 3,000,000 Sub-Total: 8. ENDING OPERATING CASH (1A +2 -4 -5) 7,203,816 6,703,271 7,277,110 9. SUMMARY OF ENDING REVENUES (7 +8) 8,813,926 9,703,271 10,277,110

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

FLORIDA INTERNATIONAL UNIVERSITY AUXILIARY FACILITIES OUTSTANDING PARKING FACILITIES REVENUE BONDS SUPPLEMENTAL NARRATIVE INFORMATION FEBRUARY 2020 DATA REQUEST SUBMISSION

Florida International University – Parking Facility Revenue Bonds Series 2009B, 2013A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

No. Parking does not have revenue overhead assessments.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

There are no changes of 10% or more in total pledged revenues or expenditures.

3. Please provide details for amounts categorized as "other".

Other Expense & Transfers Out is comprised of Transfers and payments for construction project expenditures.

4. Add lines as needed for additional comments.

On this form the Estimated budget for 2019-20 and the preliminary Projected budget for 2020-21 were approved by the Board of Trustees on June 19, 2019, However, the Projected budget for 2020-21 will be updated and presented for final approval by the Board of Trustees on June 16, 2020.

INCOME AND EXPENDITURE STATEMENT UNIVERSITY: Florida International University BOND TITLE: Housing Facility Revenue Bonds, Series 2011, 2012, 2015A **AUXILIARY FACILITY (IES): Housing Revenue Trust Fund** 2018-19 2019-20 2020-21 Estimated Projected Actual 1. REVENUE CARRIED FORWARD A. Operating Cash Carried Forward: 24,412,410 23,495,696 10,208,437 Liquid Investments 24,412,410 23,495,696 10,208,437 Sub-Total: B. Replacement Reserve Forward: 3,700,000 **Debt Service Reserve** 0 0 893,590 893,662 Maintenance and Equipment Reserve 893,662 0 5,902,827 **General Reserve** 10,496,489 Sub-Total: 893,590 893,662 TOTAL CARRIED FORWARD (A +B): 25,306,000 24,389,358 20,704,926 2. CURRENT YEAR REVENUE: * Revenue 31,209,795 26,071,744 26,475,434 Interest Income 663,622 591,137 634,192 Other Income 0 0 0 TOTAL CURRENT YEAR REVENUE: 31,873,417 26,662,881 27,109,626 57,179,417 51,052,239 3. SUMMARY OF AVAILABLE REVENUES (1 +2): 47,814,552 4. EXPENDITURES 4,252,380 4,631,466 4,770,410 Salaries and Matching 1,305,469 1,693,268 1,744,066 **Other Personal Services** 11,556,045 6,693,421 6,623,511 **Operating Expense** 629,260 **Repairs and Maintenance** 645,041 536,266 7,414,684 7,413,063 7,418,913 **Debt Service Repair and Replacement Expense** 0 0 0 **Operating Capital Outlay** 208,497 60,000 47,982 Other Expense & Transfers Out 7,407,943 9,319,829 8,133,000 **FOTAL EXPENDITURES:** 32,790,059 30,347,313 29,367,142 5. TRANSFERS TO REPLACEMENT RESERVES 3,700,000 **Debt Service Reserve** 0 72 0 0 Maintenance & Equipment Reserve General Reserve 5,902,827 0 72 9,602,827 0 Sub-Total: TRANSFERS FROM REPLACEMENT RESERVES 6. **Debt Service Reserve** 0 0 0 Maintenance & Equipment Reserve 0 0 0 **General Reserve** 0 0 0 0 0 Sub-Total: 0 7. ENDING REPLACEMENT RESERVES (1B +5 -6) **Debt Service Reserve** 0 3,700,000 3,700,000 Maintenance & Equipment Reserve 893,662 893,662 893,662 **General Reserve** 0 5,902,827 5,902,827 893,662 10,496,489 10,496,489 Sub-Total: 8. ENDING OPERATING CASH (1A +2 -4 -5) 23,495,696 10,208,437 7,950,921 9. SUMMARY OF ENDING REVENUES (7 +8) 24,389,358 20,704,926 18,447,410

* Revenue as outlined in the Bond Covenants to support the debt servicing of the bonds.

FLORIDA INTERNATIONAL UNIVERSITY AUXILIARY FACILITIES OUTSTANDING HOUSING FACILITY REVENUE BONDS SUPPLEMENTAL NARRATIVE INFORMATION FEBRUARY 2020 DATA REQUEST SUBMISSION

Florida International University – Housing Revenue Bonds Series 2011, 2012, 2015A

1. Do any of the pledged revenues reported on the Income and Expenditure Statement contain overhead assessments? If yes, please explain.

No. Housing does not have revenue overhead assessments.

2. Do pledged revenues or expenditures change year-over-year by 10% or more? If yes, please explain.

2019-20 Estimated Revenues expected to decline by more than 10% due to a shift of Housing students' meal plan administration to the Office of Business Services.

3. Please provide details for amounts categorized as "other".

Other Expense & Transfers Out are primarily for Parkview II construction project and renovations to existing facilities

4. Add lines as needed for additional comments.

On this form the Estimated budget for 2019-20 and the preliminary Projected budget for 2020-21 were approved by the Board of Trustees on June 19, 2019, Nevertheless, the Projected budget for 2020-21 will be updated and presented for final approval by the Board of Trustees on June 16, 2020.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Budget and Finance Committee March 25, 2020

SUBJECT: Regulation 9.007 – State University Operating Budgets

PROPOSED COMMITTEE ACTION

Approve the Public Notice of Intent to Amend Regulation 9.007 and authorize the Chancellor to prepare the guidelines, instructions, and schedules for developing the 2021-2022 Operating Legislative Budget Request.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

This regulation is being amended to reference guidelines on the carryforward spending plans, including recommendations from the Crowe report, and to delegate to the Chancellor the authority to establish the legislative budget request guidelines, formats, and instructions needed to prepare the annual legislative budget request.

Supporting Documentation Included:

Regulation 9.007

Facilitators/Presenters:

Mr. Tim Jones

9.007 State University Operating Budgets and Requests

(1) Each university president shall prepare an operating budget, including an Education & General (E&G) Carryforward Spending Plan, for approval by the university board of trustees in accordance with instructions, guidelines and standard formats provided by the Board of Governors.

(2) Each university board of trustees shall adopt an operating budget, including an E&G Carryforward Spending Plan, for the general operation of the university as prescribed by the regulations of the Board of Governors. The university board of trustees-ratified operating budget and E&G Carryforward Spending Plan must be -presented to the Board of Governors for approval by a date established by the Chancellor. Each university president shall implement the operating budget and E&G Carryforward Spending Plan of the university as prescribed by Florida Statutes, regulations of the Board of Governors, policies of the university board of trustees, provisions of the General Appropriations Act, and data reflected within the State University System Allocation Summary and Workpapers publication.

(3) The operating budgets of each state university shall consist of the following budget entities:

- (a) Education and General (E&G)- reports actual and estimated fiscal year operating revenues and expenditures for all E&G funds, including: General Revenue, Student and Other Fees Trust Fund, Educational Enhancement Trust Fund (Lottery), Phosphate Research Trust Fund, – and including the following previously-appropriated trust funds: Experiment Station Federal Grant, Experiment Station Incidental, Extension Service Federal Grant, Extension Service Incidental, UF-HSC Incidental, and UF-Health Science Center Operations and Maintenance. In addition, expenditures from university E&G carryforward funds (unexpended balances from all prior-period E&G appropriations) shall be included in the actual history fiscal year reporting. University budgeted E&G carryforward funds-but shall be reported in the E&G Carryforward Spending Plan Report.
 - Otherwise -by law, E&G funds are to be used for E&G operating activities_only, such as, but not limited to, general instruction, research, public service, plant operations and maintenance as defined in Board of Governors guidelines,-furniture, fixtures, and equipment, student services, libraries, administrative support, minor capital projects not to exceed \$1 million per individual project, and other enrollment-related and stand-alone operations of the universities.

- 2. Universities shall accumulate ending E&G fund balances for activities such as those outlined in section 3(a)(4). The ending E&G carryforward balances can only be used for nonrecurring expenditures. At any time the unencumbered available balance in the E&G fund of the university board of trustees approved operating budget falls below seven (7) percent -of the approved total, the university shall provide a written notification and plan -to the Board of Governors to attain a seven (7) percent balance of state operating funds within the next fiscal year.
- 3. Each university that retains a state operating fund carryforward balance in excess of the seven (7) percent minimum shall submit an E&G Carryforward Spending Plan for its excess carry forward balance. The Carryforward Spending Plan shall be submitted to the university's board of trustees for review, approval, or if necessary, amendment by September 1, 2020, and each September 1 thereafter. The Board of Governors shall review, approve, and amend, if necessary, each university's E&G Carryforward Spending Plan by October 1, 2020, and each October 1 thereafter.
- 4. A university's E&G Carryforward Spending Plan shall include the estimated cost per planned expenditure and a projected timeline for completion of the expenditure. Authorized expenditures in an E&G Carryforward Spending Plan may include:
 - a. Commitment of funds to a public education capital outlay project for which an appropriation has previously been provided that requires additional funds for completion and which is included in the list required by section 1001.706(12)(d);
 - b. Completion of a renovation, repair, or maintenance project (as defined in Board Regulation 14.00<u>1</u>25) that is consistent with the provisions of section 1013.64(1), up to \$5 million per project and replacement of a minor facility that does not exceed 10,000 gross square feet in size up to \$2 million;
 - Completion of a remodeling or infrastructure project (as defined in Board Regulation 14.00<u>1</u>25), including a project for a developmental research school, up to \$10 million per project, if such project is survey recommended pursuant to section 1013.31;
 - d. Completion of a repair or replacement project necessary due to damage caused by a natural disaster for buildings included in the inventory required pursuant to section 1013.31;
 - e. Operating expenditures that support the university mission and that are nonrecurring; and
 - f. Any purpose specified by the university board of trustees or in the General Appropriations Act.
- 5. Annually, by September 30, the chief financial officer of each university shall certify the unexpended amount of funds appropriated

to the university from the General Revenue Fund, the Educational Enhancement Trust Fund, and the Student and Other Fees Trust Fund as of June 30 of the previous fiscal year.

- A University may spend the minimum carry forward balance of seven (7) percent if a demonstrated emergency exists and the plan is approved by the university's board of trustees and the Board of Governors.
- 7 Expenditures from any source of funds by any university shall not exceed the funds available. No expenditure of funds, contract, or agreement of any nature shall be made that requires additional appropriation of state funds by the Legislature unless specifically authorized in advance by law or the General Appropriations Act.
- 8. The following units are required to report under this budget entity: State Universities

UF - Institute of Food and Agricultural Sciences
UF Health Science Center
USF Medical Center
FSU Medical School
UCF Medical School
FIU Medical School
FAU Medical School
FAU Medical School
FAU Medical School
FAIU Medical School
FAU Medical School
FOR MU-FSU College of Engineering
Florida Postsecondary Comprehensive Transition Program (UCF)

- (b) Contracts and Grants reports actual and estimated year revenues, expenditures, and positions for university functions which are supported by foundations, various state and federal agencies, local units of governments, businesses, and industries. Universities shall comply with all applicable federal, state, local, and university regulations and guidelines as they relate to grants, contracts, and sponsored research programs.
- (c) Auxiliary Enterprises reports actual and estimated year revenues, expenditures, and positions for self-supporting functions such as, but not limited to, parking services, housing, bookstore operations, and food services.
- (d) Local Funds reports actual and estimated year revenues, expenditures, and positions for the following specific areas:
 - 1. Student Activities revenues generated primarily from the activity and service fee each university is authorized to charge its students as a component of the mandatory fee schedule. Activities commonly

supported by these revenues include student government, cultural events, student organizations, and intramural/club events.

- 2. Intercollegiate Athletics revenues generated from the student athletic fee that each university is authorized to collect as a_component of the mandatory fee schedule, and from other sources including ticket sales, radio/TV, bowl games, and tournament revenues.
- 3. Concession Fund revenues generated from various vending activities located around the campuses. The university's budget must reflect the various departments/activities on each campus which benefit from receipt of these funds.
- 4. Student Financial Aid revenues received by the university for loans, grants, scholarships, and other student financial aid. Expenditures of these funds must be reported by activities such as externally-funded loans, student scholarships, need-based financial aid, academic-based financial aid, and athletic grants/scholarships.
- 5. Technology Fee revenues generated from the technology fee that a university is authorized to charge its students as a component of the mandatory fee schedule. Proceeds from this fee shall be used to enhance instructional technology resources for students and faculty.
- 6. Board-Approved Fees student fees presented to the Board of Governors for approval by a university board of trustees that is intended to address a student need not currently being met through existing university services, operations, or another fee.
- 7. Self-Insurance Programs revenues received by the university from entities and individuals protected by the self-insurance programs. This budget must reflect expenditures related to the administration of the self-insurance programs and the judgments or claims arising out of activities for which the self- insurance program was created.
- (e) Faculty Practice Plan related to the activities for the state universities' medical schools and health centers. This budget must be designed to report the monetary level of clinical activity regarding the training of students, post-graduate health professionals, and medical faculty.
- (4) The operating budgets of each university shall represent the following:
 (a) The university's plan for utilizing the resources available through direct or continuing appropriations by the Legislature, allocation amendments, or from local sources including student tuition and fees. The provisions of the General Appropriations Act and the State University System
 Allocation Summary and Workpapers publication will be taken into consideration in the development and preparation of the E&G data.
 - (b) Actual prior-year revenues, expenditures (including E&G carryforward amounts expended), and positions, as well as current-year estimated

revenues, expenditures, and positions. University E&G carryforward funds -shall be<u>budgeted</u>- in the E&G Carryforward Spending Plan.

(c) Assurance that the universities are in compliance with general legislative intent for expenditure of the appropriated state funds and with the Board of Governors' regulations, guidelines and priorities for all funding sources

(5) Any earnings (interest, investment_z or other) resulting from the investment of current-year E&G appropriations are considered to be of the same nature as the original appropriations, and are subject to the same expenditure regulations as the original appropriations. E&G earnings are not to be utilized for non-E&G related activities or for fixed capital outlay activities except as provided by law. Eearnings resulting from invested E&G carryforward funds are considered to be additions to the university's E&G carryforward balance and shall be expended in accordance with section (3)(a) of this regulation.

Anticipated earnings for the estimated year from invested E&G funds should not be included when building the detailed operating budget schedules. Estimatedyear E&G -earnings and planned expenditures of these funds should only be reported on the manually-prepared E&G Schedule I and Summary Schedule I reports.

(6) Any unexpended E&G appropriation carried forward to the fund balance in a new fiscal year shall be utilized in support of nonrecurring E&G-operating activities only <u>as unless</u> otherwise provided by law.

(7) E&G non-recurring is defined as an expenditure that is not expected to be needed or available after a point in time. Non-recurring expenditures have distinct elements:

- (a) Time limited in nature, where an end date to a given contract or activity is known,
- (b) There is no promise or guarantee of future funding,
- (c) May cross multiple years, but the above two provisions apply,
- (d) May address financial challenges resulting from external factors (examples could include, but are not limited to, federal government shutdown, drop in state revenue resulting in a mid-year reduction)

(8) Any amendments to the approved E&G Carryforward Spending Plan during the fiscal year shall be reported to the Board of Governors for a time period and in a format as prescribed by the Chancellor.

(9) Each university board of trustees may submit to the Chancellor's Office annually a Legislative Budget Request for operations. Such requests shall be

made in accordance with the fiscal policy guidelines, formats, instructions, and schedule provided by the Chancellor.

Authority: Section 7(d), Art. IX, Fla. Const., History: New 12-6-07, Amended 11-21-13, 9-22-16, 10-30-19, <u>x-xx-2020</u>



AGENDA Nomination and Governance Committee By Conference Call March 25, 2020 10:20 a.m. – 10:25 a.m. or

Upon Adjournment of Previous Meetings

Chair: Mr. Syd Kitson; Vice Chair: Mr. Brian Lamb Members: Cerio, Jordan, Levine, Stermon, Tripp

1.	Call to Order and Opening Remarks	Governor Syd Kitson
2.	Minutes of Committee Meeting Minutes, October 30, 2019	Governor Kitson
3.	Consider Reappointment of University Trustees	Governor Kitson
4.	Concluding Remarks and Adjournment	Governor Kitson

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Nomination and Governance Committee March 25, 2020

SUBJECT: Minutes of Committee Meeting held October 30, 2019

PROPOSED COMMITTEE ACTION

Consider approval of the minutes of the Nomination and Governance Committee meeting held on October 30, 2019, at the University of Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and consider approval of the minutes of the meeting held on October 30, 2019, at the University of Florida.

Supporting Documentation Included:

Minutes, October 30, 2019

Facilitators/Presenters:

Chair Kitson

MINUTES STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS NOMINATION AND GOVERNANCE COMMITTEE GRAND BALLROOM J. WAYNE REITZ UNION UNIVERSITY OF FLORIDA 655 REITZ UNION DRIVE GAINESVILLE, FLORIDA 32611 OCTOBER 30, 2019

Video or audio archives of the meetings of the Board of Governors and its Committees are accessible at <u>http://www.flbog.edu/</u>.

Chair Lautenbach convened the meeting of the Nomination and Governance Committee of the Board of Governors on October 30, 2019 at 1:26 p.m., with the following members present: Tim Cerio, Darlene Jordan, Sydney Kitson, Alan Levine, Kent Stermon and Norman Tripp.

1. Approval of Minutes of Meeting held June 13, 2019

Mr. Kitson moved approval the minutes of the meeting held on June 13, 2019, as presented. Mr. Cerio seconded the motion and the members of the Committee concurred.

2. <u>Recommendations of Candidates to fill the Trustee Vacancies and Reports on Applicant</u> Interviews

Chair Lautenbach stated there were several trustee vacancies and upcoming vacancies for terms that expire on January 6, 2020 for each university.

All of the appointments are subject to Senate confirmation and the trustees completing a Board of Governors' orientation session, trustee training, and attending the annual Trustee Summits. In accordance with the Nomination and Governance Committee process, subcommittees reviewed the applications and interviewed potential candidates.

Chair Lautenbach thanked the Committee members for dedicating their time in reviewing the applications and conducting interviews. This is an extremely important function given the significant oversight responsibilities a trustee has to his or her university.

a. Florida Agricultural and Mechanical University

Chair Lautenbach stated there are two upcoming vacancies on the Florida Agricultural and Mechanical University Board of Trustees in light of Harold Mills' recent resignation from that board. Mr. Mills' term expires on January 6, 2021 so the person appointed to this seat will serve the remainder of that term and his or her appointment will be effective immediately.

Mr. Cerio, Mr. Lautenbach, Mr. Levine and Mr. Tripp vetted the applicants. Chair Lautenbach then called on Governor Levine to discuss his recommendations.

Mr. Levine said he was impressed with Ms. Kristin Harper, who is the Global Vice President of Marketing for Cardinal Health and the former Director of Marketing for the Hershey Company and former Brand Manager for Marketing at Proctor and Gamble. Ms. Harper is also the

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

founder, Charter Member, and immediate past president of FAMU Central Ohio Alumni Chapter and a member of the Healthcare Business Women's Association.

Mr. Levine recommended the appointment of Ms. Kristin Harper to the Florida Agricultural and Mechanical University Board of Trustees to serve the remainder of the term expiring on January 6, 2021, subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits.

Mr. Tripp seconded the motion and all members of the Committee concurred.

Chair Lautenbach called on Mr. Cerio to discuss his recommendation for the upcoming vacancy on the FAMU Board for a term expiring on January 6, 2020.

Mr. Cerio recommended the reappointment of Nicole Washington to the Florida Agricultural and Mechanical University Board of Trustees, subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Cerio stated Ms. Washington is an educational consultant and Principal of Washington Education Strategies, LLC. She is a member of Leadership Florida and former Associate Director of Governmental Relations for the State University System of Florida. She was also recently appointed to the Miami-Dade College Board of Trustees.

Mr. Levine seconded the motion and all members of the Committee concurred.

b. Florida Atlantic University

Chair Lautenbach said there are two upcoming vacancies on the Florida Atlantic University Board of Trustees for terms expiring January 6, 2020. Ms. Jordan, Mr. Lautenbach, Mr. Kitson, Mr. Tripp vetted the applicants. He then called on Mr. Tripp to discuss his recommendations.

Mr. Tripp made a motion to recommend the appointment of Elycia Morris to the Florida Atlantic University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Tripp stated that Ms. Morris to the Florida Atlantic University Board of Trustees. Ms. Morris is the healthcare industry lead for Apple, Inc. She is the former Sales and Innovation Account Executive for General Electric and former mission director for Air Force One. She is also Lean Six Sigma Black Belt certified.

Mr. Levine seconded the motion and all members of the Committee concurred.

Mr. Tripp then recommended the reappointment of Michael Dennis. Mr. Dennis is a retired board certified plastic and reconstructive surgeon. He is the founding Chair of the Advisory Board for the Schmidt College of Medicine at Florida Atlantic University.

Mr. Tripp made a motion to recommend the reappointment of Michael Dennis to the Florida Atlantic University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Levine seconded the motion and all members of the Committee concurred.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

c. Florida Gulf Coast University

Chair Lautenbach stated that there are two upcoming vacancies on the Florida Gulf Coast University Board of Trustees for terms expiring January 6, 2020. Mr. Cerio, Mr. Lautenbach, Mr. Kitson, and Mr. Tripp vetted the applicants.

Chair Lautenbach stated that he is the lead for the FGCU subcommittee and it is his recommendation that the Committee appoint Mr. Ed Morton to the Florida Gulf Coast University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020. Mr. Morton's term with the Board of Governors expires on January 6, 2020.

Mr. Kitson seconded the motion and all members of the Committee concurred.

Chair Lautenbach stated the second nominee is Ms. Jaye Semrod. Ms. Jaye Semrod is the former Senior Vice President and General Manger for Jack Morton Productions and former President of the Port Royal Club.

Chair Lautenbach made a motion to recommend the appointment of Ms. Jaye Semrod to the Florida Gulf Coast University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Kitson seconded the motion and all members of the Committee concurred.

d. Florida International University

Chair Lautenbach stated that there are two upcoming vacancies on the Florida International University Board of Trustees for terms expiring January 6, 2020. Ms. Jordan, Mr. Lautenbach, Mr. Kitson and Mr. Tripp vetted the applicants. He called on Mr. Kitson to discuss his recommendations.

Mr. Kitson recommended Ms. Donna Hrinak to serve on the Florida International University Board of Trustees. Ms. Hrinak Regional President of Latin America operations at The Boeing Company. She is a member of the Council on Foreign Relations and a member of the International Women's Forum and the Inter-American Dialogue.

Mr. Kitson moved that the committee recommend the appointment of Donna Hrinak to the Florida International University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Ms. Jordan seconded the motion and all members of the Committee concurred.

Mr. Kitson recommended the reappointment of Ms. Natasha Lowell to the Florida International University Board of Trustees. Ms. Lowell is the Senior Vice President at First National Bank of South Miami and former Vice President at Great Florida Bank in commercial real estate.

Mr. Kitson moved that the committee recommend the reappointment of Natasha Lowell to the Florida International University Board of Trustees subject to Senate confirmation and attending

3

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Levine seconded the motion and all members of the Committee concurred.

e. Florida Polytechnic University

Chair Lautenbach said there is one vacancy on the Florida Polytechnic University Board of Trustees. The recommended candidate will serve a term beginning October 30, 2019. Mr. Cerio, Mr. Lautenbach, Mr. Kitson, Mr. Levine and Mr. Tripp vetted the applicants. He then called on Governor Levine to discuss his recommendation for filling that seat.

Mr. Levine made a motion to recommend the appointment of Dr. Earl Sasser to the Florida Polytechnic University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning October 30, 2019 and expiring on July 15, 2024.

Dr. Sasser is the Professor Emeriti of Harvard University and former Baker Foundation Professor at Harvard Business School.

Governor Jordan seconded the motion and all members of the Committee concurred.

f. Florida State University

Chair Lautenbach said there are two upcoming vacancies on the Florida State University Board of Trustees for terms expiring January 6, 2020. Mr. Cerio, Mr. Lautenbach, Mr. Kitson, Mr. Levine and Mr. Stermon vetted the applicants.

Chair Lautenbach stated that he is the lead for the FSU subcommittee and it is his recommendation to appoint Mr. John Thiel to the FSU Board of Trustees.

Mr. Thiel is a certified public accountant and retired Vice Chairman of Global Wealth and Investment Management w/Merrill Lynch. He is the Partner and Senior Advisor at My Next Season and the 2019 College of Business Alumni Hall of Fame inductee.

Chair Lautenbach made a motion to recommend the appointment of John Thiel to the Florida State University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Levine seconded the motion and all members of the Committee concurred.

Chair Lautenbach recommended the appointment of Mr. Bob Sasser the FSU Board of Trustees. Mr. Sasser is the Executive Chairman of Dollar Tree, Inc. He is the Chairman of the Finance Committee of the FSU Board of Trustees.

Chair Lautenbach made a motion to recommend the reappointment of Bob Sasser to the Florida State University Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Tripp seconded the motion and all members of the Committee concurred.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

g. New College of Florida

Chair Lautenbach said there is a current vacancy on the New College of Florida Board of Trustees created by Ms. Audrey Coleman's resignation. The recommended candidate will serve the remainder of the term that expires on January 6, 2021. Ms. Jordan, Mr. Kitson, Mr. Levine, Mr. Stermon and Mr. Tripp vetted the applicants. He called on Governor Tripp to discuss his recommendation.

Governor Tripp recommended Ms. Mary Ruiz, who is the CEO of Ruiz Strategic Advisors, former CEO and Chief Strategy Office of Centerstone of America and founding President of the NCF Alumni Association.

Governor Tripp made a motion to recommend the appointment of Ms. Mary Ruiz to the New College of Florida Board of Trustees to serve the remainder of the term expiring on January 6, 2021, subject to Senate confirmation, attending orientation, trustee training, and the annual Trustee Summits.

Governor Jordan seconded the motion and all members of the Committee concurred.

Chair Lautenbach stated there is an upcoming vacancy on the New College Board of Trustees for a term expiring January 6, 2020. He called on Governor Tripp to discuss his recommendation for filling that seat.

Governor Tripp recommended Mr. Ronald Christaldi, who is a partner at Shumaker Loop and Kendrick, LLP law firm. He is also the President and CEO of Shumaker Advisors Florida, LLC and a member of the Greater Tampa Chamber of Commerce Board of Directors.

Governor Tripp made a motion to recommend the appointment of Ronald Christaldi to the New College of Florida Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Governor Cerio seconded the motion and all members of the Committee concurred.

h. University of Central Florida

Chair Lautenbach stated that there is currently a vacancy on the University of Central Florida Board of Trustees created by Mr. Marcos Marchena's resignation. The recommended candidate will serve the remainder of that term which expires on January 6, 2021. Mr. Cerio, Mr. Lautenbach, Mr. Levine and Mr. Tripp vetted the applicants.

Chair Lautenbach said he is the lead for the UCF subcommittee and he recommended the appointment of Mr. Harold Mills to serve the remaining term. Mr. Mills is the CEO of VMD Ventures and a graduate of the Harvard Business School.

Chair Lautenbach made a motion to recommend the appointment of Harold Mills to the University of Central Florida Board of Trustees to serve the remainder of the term expiring on January 6, 2021, subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits.

Mr. Tripp seconded the motion and the all members of the Committee concurred.

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

Chair Lautenbach stated there are two upcoming vacancies on the University of Central Florida Board of Trustees for terms expiring January 6, 2020. All members of the University of Central Florida subcommittee vetted the applicants.

Chair Lautenbach recommended the appointments of Caryl McAlpin and Michael Okaty to the UCF Board of Trustees. Ms. McAlpin is a real estate investor and developer and the former Business Development Manager for Beers Construction Company and Centex Rooney Construction. She is also a former member of the Orange County Planning and Zoning Commission. Mr. Okaty is a partner and business lawyer at Foley and Lardner LLP. He is also a member of the UCF Foundation Board of Governors and Chair of the American Bar Association's Senior Housing and Assisted Living group.

Chair Lautenbach made a motion to appoint Caryl McAlpin and Michael Okaty to the University of Central Florida Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Mr. Tripp seconded the motion and all members of the Committee concurred.

i. University of Florida

Chair Lautenbach stated that there are two upcoming vacancies on the University of Florida Board of Trustees for terms expiring January 6, 2020. Ms. Jordan, Mr. Kitson, Mr. Lautenbach and Mr. Levine vetted the applicants. He called on Governor Kitson to discuss his recommendations.

Governor Kitson recommended the reappointments of Ms. Anita Zucker and Mr. David Lee Brandon. Ms. Zucker is the Chair and CEO of the InterTech Group, Inc. and a life member of the UF Alumni Association and Distinguished Alumna Awardee. Mr. Brandon is the President and CEO of Brandon Construction and past President of the Rotary and Chamber of Commerce.

Governor Kitson made a motion to recommend the reappointments of Anita Zucker and David Lee Brandon to the University of Florida Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Governor Levine seconded the motion and all members of the Committee concurred.

j. University of North Florida

Chair Lautenbach said there are two upcoming vacancies on the University of North Florida Board of Trustees for terms expiring January 6, 2020. Ms. Jordan, Mr. Kitson, Mr. Levine, Mr. Stermon and Mr. Tripp vetted the applicants. He called on Governor Stermon to discuss his recommendation on filling those seats.

Governor Stermon recommended the appointments of Mr. Nikul Patel and Ms. Jill Davis. Mr. Patel is the Information/Cyber Security Senior Vice President of Citi Group. Ms. Davis is the President of Ocean Pines, LLC and the former Assistant State Attorney for the 4th Judicial Circuit.

Governor Stermon made a motion to recommend the appointments of Nik Patel and Jill Davis to the University of North Florida Board of Trustees subject to Senate confirmation and attending

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Governor Jordan seconded the motion and all members of the Committee concurred.

k. University of South Florida

Chair Lautenbach stated that there are two upcoming vacancies on the University of South Florida Board of Trustees for terms expiring January 6, 2020. Ms. Jordan, Mr. Kitson, Mr. Lautenbach and Mr. Levine vetted the applicants. He then called on Governor Jordan to discuss her recommendations.

Governor Jordan recommended the appointment of Ms. Sandra Callahan, who is a retired CFO and Senior Vice President of TECO Energy, Inc. She is also a former Director, Treasurer and Finance Committee Chair of the Tampa Chamber of Commerce.

Governor Jordan made a motion to recommend the appointment of Sandra Callahan to the University of South Florida Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Governor Levine seconded the motion and all members of the Committee concurred.

Governor Jordan then recommended the reappointed of Michael Griffin, who is the Senior Managing Director for Savills Occupier Services and a member of the University of South Florida Foundation Board. He is also the past Chair of the University of South Florida Consolidation Task Force.

Governor Jordan made a motion to recommend the reappointment of Michael Griffin to the University of South Florida Board of Trustees subject to Senate confirmation and attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Governor Levine seconded the motion and all members of the Committee concurred.

I. University of West Florida

Chair Lautenbach said there are two upcoming vacancies on the University of West Florida Board of Trustees for terms expiring January 6, 2020. Mr. Cerio, Mr. Lautenbach, Mr. Levine, Mr. Stermon and Mr. Tripp vetted the applicants. He called on Governor Cerio to discuss his recommendations for filling those seats.

Governor Cerio recommended the appointment of Ms. Stephanie White, who is an attorney specializing in adoption and child-related issues. She is also a member of the Escambia Santa Rosa Bar Association and a member of the Florida Association of Women Lawyers, Northwest Chapter.

He also recommended the appointment of Ms. Jill Singer, who is the Vice President of National Security for AT&T and a Board member of the International Spy Museum.

Governor Cerio made a motion to recommend the appointments of Stephanie White and Jill Singer to the University of West Florida Board of Trustees subject to Senate confirmation and

MINUTES: NOMINATION AND GOVERNANCE COMMITTEE October 29, 2019

attending an orientation session, trustee training, and annual Trustee Summits for a term beginning January 6, 2020.

Governor Jordan seconded the motion and all members of the Committee concurred.

3. Concluding Remarks and Adjournment

Having no further business, the meeting was adjourned at 1:40 p.m. on October 30, 2019.

Vikki Shirley Corporate Secretary

Sydney Kitson, Chair

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Nomination and Governance Committee March 25, 2020

SUBJECT: Consider Reappointment of University Trustees

PROPOSED COMMITTEE ACTION

Consider Reappointment of University Trustees

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process

BACKGROUND INFORMATION

Members of the university boards of trustees appointed by the Board of Governors are subject to confirmation by the Florida Senate. During the 2020 Regular Session of the Legislature, the Florida Senate took no action on the following Trustees appointed by the Board of Governors at its October 30, 2019 meeting: (1) Nicole Washington, Florida Agricultural and Mechanical University, and (2) Donna Hrinak, Florida International University.

Paragraph (1)(e) of Section 114.05, Florida Statutes, provides that a vacancy exists in the office when the Senate fails to take action on an appointee prior to adjournment sine die; however, an appointee may hold over for a period not to exceed forty-five days and may be reappointed. Trustees who are reappointed are eligible for Senate confirmation in the next regular session of the Florida Legislature.

Supporting Documentation Included:

None

Facilitators/Presenters:

Governor Syd Kitson



AGENDA **Task Force on Academic and Workforce Alignment Telephone Conference Call** March 25, 2020 10:25 a.m. - 10:35 a.m. or **Upon Adjournment of Previous Meetings**

Chair: Mr. Eric Silagy; Vice Chair: Mr. Wayne Huizenga, Jr.

Members: Cerio, Jordan, Kitson, Lamb, Stermon

- 1. Call to Order and Opening Remarks **Governor Eric Silagy Governor Silagy** 2. Task Force Framework and Work Plan **Governor Silagy**
- **Concluding Remarks and Adjournment** 3.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Task Force on Academic and Workforce Alignment March 25, 2020

SUBJECT: Task Force Framework and Work Plan

PROPOSED COMMITTEE ACTION

Consider approval of the Task Force Framework and Work Plan

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

In January 2020, Board Chair Syd Kitson established the Task Force on Academic and Workforce Alignment. A draft framework and work plan is provided that outlines activities and topics for the Task Force on Academic and Workforce Alignment to consider.

Governor Eric Silagy, chair of the Task Force, will present the draft framework and work plan.

Supporting Documentation Included:

In Task Force on Academic and Workforce Alignment Materials

Task Force on Academic and Workforce Alignment Framework

Goals

The primary objectives of the Task Force on Academic and Workforce Alignment are to identify 1) the key industries important to Florida's future, 2) the workforce needed to attract and retain businesses in those industries, and 3) the ways in which the State University System of Florida can contribute to attracting the desired industries and to creating Florida's future workforce.

Deliverable

A report with recommendations to the Board of Governors, employers, and others as appropriate based on data and information gathered in response to the questions below.

Guiding Questions

- 1. What are the key industries important to Florida's future?
 - a. What key areas is the state focused on growing in the future?
 - b. How does Florida's needs and goals compare to the nation's?
- 2. What should Florida's future workforce look like in order to attract businesses in those industries?
 - a. What should Florida's workforce look like in 10-20 years and how is that different from the current workforce needs?
 - What types of occupations and skills will be needed?
 - What new occupations are evolving or emerging?
 - b. How does Florida's needs compare to the nation's?
- 3. How can the State University System of Florida contribute to attracting the desired industries and to creating Florida's future workforce?
 - a. What types of programs and training are needed to prepare students for the anticipated occupations?
 - b. How can the System's current and emerging research and academic strengths be better utilized?
 - c. How can the System increase the number of SUS graduates entering into Florida's workforce upon graduation?

Task Force on Academic and Workforce Alignment 2020-2021 Work Plan

BOG Meeting	Items
March 2020 Conference Call	1. Review Task Force framework & work plan*
June 2020 UCF	 Finalize & approve Task Force Framework & Work Plan (if not approved in March) Guiding question 1: Discussion of key industries DEO data & comparison of U.S. labor market trends Guiding question 2: Discussion of occupations
September 2020 UWF	 Guiding questions 1 & 2: Discussion of key industries & occupations Deep dive with business reps
November 2020 UNF	 Guiding questions 1 & 2: Discussion of key industries & occupations Deep dive with business reps
January 2021 NCF	 Guiding questions 1 & 2: Discussion of key industries & occupations Deep dive with business reps
March 2021 FAMU	 Future of work in FL (conversation among businesses, state groups, universities) Guiding question 3: The role of the State University System Academic programs & skills Research Career centers
June 2021 USF	 Discuss recommendations Discuss charting progress
September 2021 FAU	1. Present draft report
November 2021 FIU	1. Final report with recommendations*

*Requires full Board approval

Key business groups to include: Florida Chamber, EFI, Florida Council of 100, DEO



AGENDA Facilities Committee By Telephone Conference Call March 25, 2020 10:35 a.m. – 11:05 a.m.

or

Upon Adjournment of Previous Meetings

Chair: Mr. H. Wayne Huizenga, Jr.; Vice Chair: Dr. Steve Scott Members: Edge, Felton, Kitson, Lydecker, Silagy

1. Call to Order and Opening Remarks

Governor H. Wayne Huizenga, Jr.

- 2. Minutes of Committee Meeting
 - January 29, 2020

3. Board of Governors Regulations

Mr. Tim Jones

Governor Huizenga

Vice Chancellor for Finance and Administration

- Regulation 14.001 Fixed Capital Outlay Definitions
- Regulation 14.002 Definitions
- Regulation 14.006 (formerly 14.0025) Building Program and Fixed Capital Outlay Legislative Budget Request Procedures
- Regulation 14.003 Fixed Capital Outlay Budgets

4. FSU College Town I Refinancing	Mr. Kevin Pichard Interim Director of Finance and Facilities
5. FSU College Town II Refinancing	Mr. Pichard
6. FIU Housing Bonds Reauthorization	Mr. Pichard
7. Concluding Remarks and Adjournment	Governor Huizenga

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Minutes of Committee Meeting held January 29, 2020

PROPOSED COMMITTEE ACTION

Approve the minutes from the meetings held on January 29, 2020, at Florida State University

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Committee members will review and approve the minutes of the Facilities Committee held on January 29, 2020, at Florida State University.

Supporting Documentation Included:

Facilitators/Presenters:

Minutes, January 29, 2020

Governor H. Wayne Huizenga Jr.

MINUTES STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS FACILITIES COMMITTEE FLORIDA STATE UNIVERSITY TALLAHASSEE, FLORIDA January 29, 2020

Video or audio archives of the meetings of the Board of Governors and its Committees are accessible at <u>http://www.flbog.edu/</u>.

Governor H. Wayne Huizenga, Jr., Chairman, convened the Board of Governors Facilities Committee meeting at 3:51 p.m. (ET) on January 29, 2020. The following members were present: Shawn Felton, Sydney Kitson, Charles Lydecker, Steven Scott, and Eric Silagy. Other Board members present included: Tim Cerio, Patricia Frost, Zenani Johnson, Brian Lamb, Alan Levine, Kent Stermon, and Norman Tripp.

1. Call to Order and Opening Remarks

Chairman Huizenga called the meeting to order.

2. Minutes of Committee Meetings: Governor Huizenga

Chairman Huizenga moved that the committee approve the minutes of both the Facilities Committee meeting and the Joint Meeting of the Facilities Committee and Budget and Finance Committee held on October 3, 2019, at the University of Central Florida, as well as the Facilities Committee meetings held on October 30, 2019, at the University Florida. Governor Lydecker moved to approve, Governor Felton seconded the motion, and it passed unanimously.

3. FIU Housing Bonds Reauthorization

Chairman Huizenga advised that Board staff recommended the FIU Bond item be deferred until March to permit staff to work with FIU to address policy and other issues.

4. FSU Panama City P3 Housing

Chairman Huizenga recognized Assistant Vice Chancellor, Chris Kinsley, Chief Financial Officer, Kyle Clark, and Dean of the FSU Panama City Campus, Randy Hanna, to present the P3 housing project. Mr. Kinsley shared some highlights with the committee and stated that this would be the first student housing facility on this campus, which will result in the campus operating 24 hours a day, seven days a week. Mr. Kinsley further explained that the housing project will have 400 beds and is a 40-year sublease that complies with the P3 guidelines. The cost of the facility is approximately \$23.1M and is set to open in the Fall of 2021. Mr. Clark provided historical information about FSU Panama City and discussed the impact on the relationship with Gulf Coast State College. Mr. Clark also explained how this project is consistent with the FSU Strategic Plan, the benefits of the P3 project, as well as the Selection Process. A project summary was provided, which included the housing complex layout and floor plans. Mr. Clark also provided the estimated project timeline and provided information related to the rental figures and financial returns to the university.

Next, Dean Hanna introduced representatives Adam Tucker and Joe Wasserman from the developer, Zimmer Development Company. Dean Hanna stated that this is a deal where all the financial risk is with the developer but is considered an FSU project, one that we want to be successful and one that FSU will market. There is no subordination of utilities. There is not a guarantee on this deal.

Dean Hanna explained that Gulf Coast State College is a partner to FSU Panama City as it is right across the street. There is an articulation agreement with Gulf Coast State College where their students with an AA degree are guaranteed acceptance into FSU Panama City. Additionally, many of the student activity clubs have merged. This project will also enhance the 2+2 relationship and will result in more students transferring to FSU. Dean Hanna then introduced members from the Student Government. Two of the Student Government representatives sat on the negotiating committee as the university worked on this deal with Zimmer Development Company.

Chairman Huizenga opened the floor for discussion. Governors Lydecker, Kitson, Silagy, and Chairman Huizenga raised questions and discussed housing rates, student involvement, learning opportunities, and concerns over possible increases in uncontrollable expenses.

There being no further questions, Chairman Huizenga called for a motion to approve a resolution of the Board of Governors authorizing Florida State University Board of Trustees to enter into a sublease, operating agreement, and other related agreements with ZP No. 350, LLC, an affiliate of Zimmer Development Company, related to the development, construction, financing, operation, and maintenance of a 400-bed student housing facility on the Panama City campus. Governor Silagy moved to approve, Governor Lydecker seconded, and the motion passed by approval by all members present.

5. Concluding Remarks and Adjournment

There being no further business, Chairman Huizenga adjourned the meeting at 4:24 p.m. (ET), on January 29, 2020.

Kevin Pichard, Director of Finance and Facilities

H. Wayne Huizenga, Jr., Chair

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Regulation 14.001 – Construction Program Definitions

PROPOSED COMMITTEE ACTION

Approve the public Notice of Intent to Adopt Board Regulation 14.001 – Construction Program Definitions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

Regulation 14.001, "Construction Program Definitions," is proposed as a new regulation to replace 14.002, "Definitions". The new regulation places the definitions in alphabetical order; adds a definition for "FCO Projects"; and edits some of the existing definitions for greater clarity.

Supporting Documentation Included:

Facilitators/Presenters:

Mr. Tim Jones

14.001 Construction Program Definitions

(1) "Board of Trustees" means the university board of trustees; where referenced in Chapter 14, trustee authorization may not be delegated unless otherwise specified.

(2) "Chancellor" means the Chancellor of the State University System, or designee.

(3) "Construction budget" means that amount which is announced after the deadline for the receipt of bids, but prior to the opening of bids.

(4) "Construction Management Services" means those services whereby the construction manager is selected pursuant to Regulation 14.0055, to provide consulting services during the design phase; and management and contractual responsibility for the total construction project under a negotiated fee and guaranteed maximum price construction contracting method. A fee is negotiated for profit, overhead, and direct management costs. Trade contracts are awarded by the construction manager based on competitive bids received in response to invitations to bid issued by the construction manager. A guaranteed maximum price is provided by the construction manager, and the total price paid to the construction manager is either the fee plus the actual cost or the guaranteed maximum price, whichever is less.

(5) "Continuing Contract for Construction Management Services" means a contract with a construction manager for work during a defined time period on construction projects described by type, which may or may not be identified at the time of entering into the contract, and under which the estimated construction cost of each individual project does not exceed \$2 million.

(6) "Continuing Contract for Professional Services," also referred to as Campus Service Agreements, means a contract for professional services entered into in accordance with all the procedures of Regulations 14.004 and 14.005 between a university and a firm whereby the firm provides professional services to the university for projects in which the estimated construction cost of each individual project under the contract does not exceed \$2 million; for study activity, if the fee for professional services for each individual study under the contract does not exceed \$200,000, or for work of a specified nature as outlined in the contract required by the university, with the contract being for a fixed term.

(7) "Design-Build Services" means those services whereby one single legal entity selected, pursuant to Regulation 14.0055, is responsible for design and construction services under one contract. Where such services are within the scope of practice of architecture, or professional engineering as defined by law, they are to be performed by a registered architect or professional engineer, and where those

services are within the scope of construction contracting as defined by law for construction, they are to be performed by a certified or registered contractor as applicable according to Florida Statute.

(8) <u>"Fixed Capital Outlay Projects" (FCO Projects) means the construction, acquisition, or demolition of fixed assets or real property (land, land improvements, buildings including appurtenances, fixtures and equipment) including additions, replacements, major repairs, remodeling, and renovations to real property which materially extend the useful life or materially improve or change its functional use, including furniture and equipment necessary to furnish and operate a new or improved facility, provided all such projects meet at least one of the following criteria:</u>

- a. Land, land improvements, or buildings with an expected useful life of 20 years or more, and in excess of \$100,000 or the university's dollar value capitalization threshold for the subject asset classes.
- b. Appropriated by the State as Fixed Capital Outlay.

(9) "Guaranteed Maximum Price" means the fixed amount in a negotiated contract within which the construction will be achieved. It includes both the fee and construction cost.

(10) "Maintenance and Repair" <u>means those funds designated for the upkeep of</u> <u>university facilities, site and site improvements; including but not limited to, roof</u> <u>or roofing replacement short of complete replacement of membrane or structure;</u> <u>repainting of interior or exterior surfaces; resurfacing of floors; repair or</u> <u>replacement of glass; repair of hardware, furniture, equipment, electrical fixtures,</u> <u>and plumbing fixtures; and repair or resurfacing of parking lots, roads, and</u> <u>walkways are all examples of the types of expenses that could be charged to either.</u>

(11) "President" means the university president, or designee.

(12) "Professional Services" means those services within the scope of the practice of architecture, professional engineering, or registered land surveying as defined by law or those performed by any architect, landscape architect, professional engineer, or registered land surveyor in connection with professional employment or practice or other professional services that may be required.

(13) "Project" means that fixed capital outlay construction project, study, or planning activity described in the Public Notice, including:

- a. Individual facilities;
- b. Grouping of substantially similar facilities, rehabilitation, and/or renovation activities; or
- c. Grouping of minor facilities, rehabilitation, and/or renovation activities.

(14) <u>"Remodeling" means the changing of existing facilities by rearrangement of spaces</u> and their use and includes, but is not limited to, the conversion of two classrooms to a science laboratory or the conversion of a closed plan arrangement to an open plan configuration.

(15) <u>"Renovation" means the rejuvenating or upgrading of existing facilities by</u> installation or replacement of materials and equipment and includes, but is not limited to, interior or exterior reconditioning of facilities and spaces; airconditioning, heating, or ventilating equipment; fire alarm systems; emergency lighting; electrical systems; and complete roofing or roof replacement, including replacement of membrane or structure; and upgrades and replacement of campus infrastructure, including, but not limited to roads, water, sewer, gas, steam, chilled water loops, and electrical systems.

(16) "The University Facilities Office" means any office at a university with authority for design and construction administration.

Authority: Section 7(d), Art. IX, Fla. Const., History–New June __, 2020, Replaces Formerly 6C-14.002, Amended 1-13-99, Amended and Renumbered as 14.002, 3-27-08, Amended 9-24-09, __.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Regulation 14.002 – Definitions

PROPOSED COMMITTEE ACTION

Consider Public Notice of Intent to Repeal Regulation 14.002, Definitions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

Regulation 14.002 Definitions is proposed for repeal; it is being replaced by Regulation 14.001, Construction Program Definitions.

The recommendation for repeal was reviewed by the universities and no comments were received on the proposed repeal of this regulation.

Supporting Documentation Included:

Facilitators/Presenters:

Regulation 14.002

Mr. Tim Jones

14.002 Definitions

(1) "Professional Services" means those services within the scope of the practice of architecture, professional engineering, or registered land surveying as defined by law or those performed by any architect, landscape architect, professional engineer or registered land surveyor in connection with professional employment or practice or other professional services that may be required.

(2) "Construction Management Services" means those services whereby the construction manager is selected pursuant to Regulation 14.0055, to provide consulting services during the design phase; and management and contractual responsibility for the total construction project under a negotiated fee and guaranteed maximum price construction contracting method. A fee is negotiated for profit, overhead and direct management costs. Trade contracts are awarded by the construction manager based on competitive bids received in response to invitations to bid issued by the construction manager. A guaranteed maximum price is provided by the construction manager, and the total price paid to the construction manager is either the fee plus the actual cost or the guaranteed maximum price, whichever is less.

(3) "Design-Build Services" means those services whereby one single legal entity selected pursuant to Regulation 14.0055, is responsible for design and construction services under one contract. Where such services are within the scope of practice of architecture, or professional engineering as defined by law, they are to be performed by a registered architect or professional engineer, and where those services are within the scope of construction contracting as defined by law for construction, they are to be performed by a certified or registered contractor as applicable according to Florida Statute.

(4) "Project" means that fixed capital outlay construction project, study or planning activity described in the Public Notice including:

- (a) Individual facilities;
- (b) Grouping of substantially similar facilities, rehabilitation and/or renovation activities; or
- (c) Grouping of minor facilities, rehabilitation and/or renovation activities.

(5) "Construction budget" shall mean that amount which is announced after the deadline for the receipt of bids, but prior to the opening of bids.

(6) A "Continuing Contract for Professional Services, also referred to as Campus Service Agreements, is a contract for professional services entered into in accordance with all the procedures of Regulations 14.004 and 14.005 between a university and a firm whereby the firm provides professional services to the university for projects in which the estimated construction cost of each individual project under the contract does not exceed \$2,000,000, for study activity if the fee for professional services for each individual study under the contract does not exceed \$200,000, or for work of a specified nature as outlined in the contract required by the university, with the contract being for a fixed term.

(7) A "Continuing Contract for Construction Management Services" means a contract with a construction manager for work during a defined time period on construction projects described by type, which may or may not be identified at the time of entering into the contract, and under which the estimated construction cost of each individual project does not exceed \$2 million.

(8) "Guaranteed Maximum Price" means the fixed amount in a negotiated contract within which the construction will be achieved. It includes both the fee and construction cost.

(9) "Chancellor" means the Chancellor of the State University System, or designee.

(10) "President" means the university president, or designee.

(11) "The University Facilities Office" means any office at a university with authority for design and construction administration.

(12) "Board of Trustees" means the university board of trustees.

Authority: Section 7(d), Art. IX, Fla. Const., History–Formerly 6C-14.002, Amended 1-13-99, Amended and Renumbered as 14.002, 3-27-08, Amended 9-24-09.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Regulation 14.0025 - Building Program and Fixed Capital Outlay Legislative Budget Request Procedures

PROPOSED COMMITTEE ACTION

Approve the public Notice of Intent to Amend Regulation 14.0025 and renumber as Regulation 14.006; and authorize the Chancellor to prepare the guidelines, instructions, and schedules for developing the 2021-2022 Fixed Capital Outlay Legislative Budget Request.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

Regulation 14.0025 is being amended to modify the regulation title from "Action Required Prior to Fixed Capital Outlay Budget Request" to "Building Program and Fixed Capital Outlay Legislative Budget Request Procedures", renumbering it as 14.006, and to clarify that all Public Education Capital Outlay projects must have an Educational Plant Survey recommendation.

Additionally, the regulation is being amended to delegate preparation of the annual Fixed Capital Outlay legislative budget request (FCO LBR) guidelines, instructions, and schedules to the Chancellor for distribution to the universities. Historically, the Board of Governors has adopted the FCO LBR guidelines each year for the universities to follow in developing their Capital Improvement Plans. However, with the revised PECO LBR framework enacted into law under Senate Bill 190, the guidelines for the development of the FCO LBR have become more procedural in nature. Accordingly, the proposal includes a delegation of authority to the Chancellor for the annual preparation of the FCO LBR guidelines. Further, because the regulation, as amended, cannot be presented to the Board for final approval until the June 2020 meeting, we are requesting the Board to delegate authority to the Chancellor for preparation of the FCO LBR guidelines for the 2021-2022 LBR cycle.

The proposed amendments were reviewed by the universities and comments have been incorporated as deemed appropriate.

Supporting Documentation Included:

Regulation 14.0025

Facilitators/Presenters:

Mr. Tim Jones

14.0025 <u>(to be renumbered as 14.006)</u> Action Required Prior to Building Program and Fixed Capital Outlay Legislative Budget Request Procedures

(1) The university is responsible for the preparation of the building program. The program shall be consistent with the university strategic plan, academic and facilities master plan, and shall include the project budget and the building codes applicable to the project.

(2) The university president shall have the responsibility for <u>the</u> building program review and approval to assure compatibility with the institution's approved strategic plan, master plan, educational plant survey and with space utilization criteria. Building programs approved by the university president, and budgets approved by the university board of trustees shall serve as the basic planning documents for development of plans and specifications for construction.

(3) <u>All projects</u> No new construction or remodeling project shall be requested by a university for inclusion on the first year of the 3 year, PECO-eligible priority list <u>must</u> <u>have</u> <u>without being recommended in</u> an educational plant survey <u>recommendation</u>.

(4) Proposals for fixed capital outlay projects to be funded by Capital Improvement Fees shall be prepared by the university, and submitted to the Board of Governors. Each proposed project shall be approved by the university president after consultation with the student government association. For the purpose of this regulation, "consultation" is defined as an ongoing dialogue with the student body president prior to developing the university proposal. An attachment containing any objections and alternatives, and stating that both the university president and the student government association have reviewed the project proposals, shall be included in the proposal.

(5) Each university board of trustees will submit to the Chancellor's Office a Fixed Capital Outlay Legislative Budget Request. Such requests shall be made in accordance with the fiscal policy guidelines, formats, instructions and schedule provided by the Chancellor.

Authority: Section 7(d), Art. IX, Fla. Const., History–Formerly 6C-14.0025, 1-24-89, Amended 1-13-99, Amended and Renumbered as 14.0025, 3-27-08, Amended 11-21-13,

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Proposed Board of Governors Regulation 14.003 - Fixed Capital Outlay Projects – University Budgeting Procedures

PROPOSED COMMITTEE ACTION

Approve the public Notice of Intent to Adopt Board Regulation 14.003 – Fixed Capital Outlay Projects – University Budgeting Procedures.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

Board Regulation 14.003, Fixed Capital Outlay Projects, is proposed to address both the 2019 SB 190 changes and in response to the Crowe Huron Business Process Review. Highlights include:

- Requires each university board of trustees to approve the fixed capital outlay (FCO) budget.
- Defines the use of Education & General operating funds to be used for FCO projects.
- Defines minor and major carryforward projects and sets limitations in accordance with SB 190.
- Provides guidance on the inclusion of state appropriated and non-appropriated projects' inclusion in FCO budgets.
- Provides guidance on amending the FCO budget.

The proposed draft was provided to the universities for feedback and modifications have been made as appropriate.

Supporting Documentation Included:

Regulation 14.003

Facilitators/Presenters:

Mr. Tim Jones

14.003 Fixed Capital Outlay Projects – University Budgeting Procedures

- (1) Each university will prepare an annual Fixed Capital Outlay (FCO) Budget for all Fixed Capital Outlay (FCO) Projects in accordance with the instructions, guidelines, and standard formats provided by the Chancellor for those FCO Projects as defined in Board Regulation 14.001. The FCO Budget must be approved by both the university board of trustees and the Board of Governors. Such approval remains in effect for the life of the FCO Projects. The annual FCO Budget must include all FCO Projects, including previously approved projects which have not yet been completed.
- (2) FCO Projects shall be listed by category or categories in the University FCO Budget as follows:

FCO Budget Categories

a. Education & General (E&G) Operating Projects – This category is consolidated, and includes all FCO Projects 1) funded from current year E&G operating funds; and 2) which meet the university's criteria for capitalization. No individual project in this category shall exceed \$1,000,000. Allowable uses include only those Plant Operations and Maintenance ("PO&M") projects which meet the definition of a Capital Asset as found in Board Regulation 9.001, and may only include 1) maintenance, repair, renovation, remodeling, and demolition of existing educational facilities and existing general site improvements; and 2) new campus infrastructure needed to maintain or improve campus code compliance, related to identified ADA, environmental health and safety, security or sanitation concerns.

This category must be budgeted as a single identical line in both the operating and FCO budget for purposes of Board of Governors approval. Boards of Trustees may adopt policies requiring more detailed line item budgeting at the local level, including a requirement that plant operations and maintenance be specified to distinguish between PO&M expenses and PO&M Capital Assets.

- b. Minor Carryforward (CF) Projects This category is consolidated and includes all FCO Projects with a cost less than \$2 million funded from E&G CF funds. No individual FCO project in this category shall exceed \$2,000,000. Allowable uses include maintenance, repair, renovation, remodeling, and demolition of existing educational facilities and existing general site improvements (E&G campus real property improvements), as well as replacement of facilities less than 10,000 gross square feet. This category must be budgeted as a single identical line in both the carry forward and FCO Budget.
- c. Major Carryforward (CF) Projects are FCO Projects funded in whole or in part from CF funds, where the total individual FCO Project cost exceeds \$2 million. Allowable uses include the following:
 - i. Completion of a Public Education Capital Outlay (PECO) project that has received a state appropriation and is included on the Board's incomplete project list.

- ii. A renovation, repair, or maintenance project with a total cost between \$2 million and \$5 million.
- iii. A remodeling or infrastructure project, including a developmental research school, with a total cost between \$2 million and \$10 million.
- iv. Repair or replacement of facilities due to damage caused by a natural disaster.
- d. State Appropriated Projects includes all FCO Projects using funds originally appropriated as FCO funds by the State of Florida, notwithstanding the criteria provided in Board Regulation 14.001. These funds should never be included in the university operating budget. Examples include PECO and Capital Improvement Trust Fund (CITF).
- e. Non-Appropriated Projects includes all FCO Projects that have not directly or indirectly used funds appropriated by the State. Examples of such funding sources would include housing revenue bonds, parking revenue bonds, private donations, federal grants, insurance proceeds, and athletic revenues.
- (3) For the purpose of this regulation, Fixed Capital Outlay (FCO) Projects do not apply to those projects acquired, constructed, and owned by a Direct Support Organization or under a Public Private Partnership; the requirements for those projects are addressed in either the Debt Management Guidelines or the Public Private Partnership Guidelines.
- (4) The FCO Budget may be amended, subject to use of only the categories authorized in section (2), as follows:
 - a. E&G Operating Projects must be approved by the board of trustees or designee.
 - b. Minor CF Projects must be approved by the board of trustees or designee.
 - c. Major CF Projects –Individual new projects greater than \$2 million and increases to individual existing projects greater than \$2 million require Board of Governors approval.
 - d. State Appropriated Projects Individual new projects greater than \$5 million and increases to existing individual projects greater than \$5 million require Board of Governors approval.
 - e. Non-Appropriated Projects All new projects greater than \$5 million and increases to existing projects greater than \$5 million require Board of Governors approval.
- (5) FCO Project spending will be reported annually at the end of the fiscal year at the project detail level, in the format specified by the Chancellor.

Authority: Section 7(d), Art. IX, Fla. Const., History-New June __, 2020

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Authorization of a Resolution of the Board of Governors (the "Board") approving the issuance of debt by the Florida State University Seminole Boosters, Inc. to refinance College Town phase I.

PROPOSED COMMITTEE ACTION

Authorization of a resolution approving the issuance of fixed rate, taxable debt by the Florida State University Seminole Boosters, Inc. (the "Boosters"), in an amount not to exceed \$17,000,000 (the "Loan") for the purpose of refinancing the debt on College Town phase I ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes; and Article IX, Section 7(d), Florida Constitution.

BACKGROUND INFORMATION

In January 2017, the Board approved a \$15M short-term, interest-only note to fund the buyout of investors in the Project, as well as provide additional funding for the construction of College Town phase III.

College Town is a three-phase mixed use development comprised of student housing, commercial/retail space and associated parking, located off-campus, but adjacent to campus, on property owned by a subsidiary of the Boosters. Initiated in 2011 with the groundbreaking for phase I (the Project), the development of College Town was concluded with the completion of phase III being built and fully-operational in early 2019. The Project (phase I) is comprised of 71 residential units (135 beds), approximately 34,000 square feet of commercial/retail space, and 147 parking spaces. Construction was completed in July 2013, with the Project quickly leasing up and remaining so today; current occupancy is 99% residential and 100% commercial.

At the time of the approval of the \$15M note, it was noted that the Boosters would have to come back to the Board at loan maturity for approval for any refinancing. The loan matured February 1, 2020, but was extended to October 2020 to facilitate refinancing. The proposed \$17M Loan will pay off the outstanding \$15M note, with the remaining proceeds funding, in part, the buyout of investors on College Town phase II. The Loan will have a term of 10 years, fixed rate, with level monthly debt service based on a 30-year amortization, and will be secured by a first lien pledge of net revenues from the Project as well as a first mortgage on the Project. Projections provided by the Boosters indicate that Project operations generate sufficient net revenues to pay debt service.

The University's Board of Trustees approved the Project and the financing thereof at its December 5, 2019, meeting.

The proposed refinancing was approved by the Booster's Board of Directors on January 30, 2020. The Booster's anticipate approval by the FSU Athletic Association, Inc. Board of Directors and the FSU Board of Trustees prior to the Board meeting.

Supporting Documentation Included:	1. Authorizing Resolution
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2.	Pro	ject	Sum	mary

- 3. Estimated Sources and Uses of Funds
- 4. Historical & Projected Debt Service Coverage
- 6. Internal Rate of Return calculation
- 7. DBF memorandum

Facilitators / Presenters:

Mr. Kevin Pichard

A RESOLUTION APPROVING THE ISSUANCE OF DEBT BY THE FLORIDA STATE UNIVERSITY SEMINOLE BOOSTERS, INC TO REFINANCE COLLEGE TOWN PHASE I IN AN AMOUNT NOT TO EXCEED \$17,000,000; AND PROVIDING AN EFFECTIVE DATE.

The duly acting and appointed Board of Governors of the State of Florida at a meeting duly held pursuant to notice and a quorum being present do hereby make the following resolutions:

BE IT RESOLVED:

1. Findings. The Board of Governors hereby finds as follows:

(A) Pursuant to Article IX, Section 7 of the Florida Constitution, the Board of Governors is vested with the power to operate, regulate, control and manage the State University System of Florida. The Board of Governors is further vested with the authority to approve the issuance of revenue bonds and debt by a state university or its direct support organization pursuant to Section 1010.62(3), Florida Statutes.

(B) The Seminole Boosters, Inc. (the "DSO") was incorporated by the Florida State University Board of Trustees (the "University Board") to provide direct support to Florida State University (the "University") and designated as a "University Direct Support Organization" by the University Board pursuant to Section 1004.28, Florida Statutes.

(C) The University Board has requested approval from the Board of Governors for the DSO to issue taxable Debt in a principal amount not to exceed \$17,000,000 (the "Debt"), for the purpose of (i) replacing the short-term financing associated with College Town Phase I with permanent financing; 2) partially funding the buyout of certain College Town Phase II investors; and 3) payment of various fees associated with issuance of the Debt. The foregoing plan is collectively referred to herein as the "Financing Plan".

(D) Upon consideration of the Financing Plan, the Board of Governors further finds that the issuance of the Debt is for a purpose that is consistent with the mission of the University; is structured in a manner appropriate for the prudent financial management of the University; is secured by revenues adequate to provide for all debt service payments; has been properly analyzed by the staffs of the Board of Governors and the Division of Bond Finance; and is permissible under the Board of

Governors' Debt Management Guidelines.

(E) The Board of Governors declares that the Project will serve a public purpose by contributing to the student housing and other necessary retail facilities immediately adjacent to the University campus.

(F) The Project is not required to be included in the master plan of the University.

2. Approval of the Project. College Town Phase I ("the Project") is approved by the Board of Governors as being consistent with the strategic plan of the University and the programs offered by the University.

3. Approval of the Debt. The Board of Governors hereby approves issuance of the Debt by the DSO for the purposes described herein, in the principal amount not to exceed \$17,000,000, said Debt to have an initial term of not less than ten (10) years and a fixed rate of interest, which, combined with any subsequent renewal terms will not exceed 30 years in aggregate. This approval is subject to the understanding that the Debt shall be secured by a first lien and pledge of the net revenues of the Project and mortgage on the Project. The proceeds of the Debt shall be used exclusively to fund the Financing Plan. The Debt will be privately placed.

4. Compliance. The University Board will comply, and will require the University and the Seminole Boosters to comply, with all covenants and other legal requirements relating to the Debt.

5. Repealing Clause. All resolutions of the Board of Governors or parts thereof, in conflict with the provisions herein contained, to the extent they conflict herewith, are, to the extent of such conflict, hereby superseded and repealed.

6. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to assure the full, punctual and complete performance of all the terms, covenants and agreements contained in the Debt and this resolution; including execution of such documents, certificates, contracts and legal opinions and other material delivered in connection with the construction or financing of the Project for use by the University, the issuance of the Debt, in such form and content as the Chair, Vice Chair or authorized officers executing the same deem necessary, desirable or appropriate.

7. Effective Date. This resolution shall become effective immediately upon

its adoption.

Adopted this 25th day of March, 2020.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the Board of Governors, does hereby certify that the attached resolution relating to the issuance of Debt by the Seminole Boosters, Inc. is a true and accurate copy as adopted by the Board of Governors on March 25, 2020, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

By: _____

BOARD OF GOVERNORS OF THE STATE UNIVERSITY SYSTEM OF FLORIDA

Dated: _____, 2020

Corporate Secretary

00538599.1

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Project Summary Seminole Boosters, Inc. College Town I Refinancing

Project Description:	The Seminole Boosters, Inc. ("Boosters" or "SBI") has submitted a		
	request for Board approval to issue \$17M in debt to refinance, in part,		
	a \$15M note originally approved in January 2017.		

The Boosters is a direct support organization of Florida State University ("FSU" or "University") that provides financial support for the intercollegiate athletic programs. The proposed loan will refinance outstanding debt on College Town phase I (the "Project"), as well as fund, in part, the buyout of investors in College Town phase II. The Project is a mixed-use facility containing student-focused housing and commercial/retail space, part of a larger, multi-phase development called "College Town" located just south of FSU's campus.

College Town was constructed in three phases, each containing student housing, commercial/retail space and associated parking:

- College Town I (the Project) broke ground in 2011, with construction completed and the facility fully operational by July 2013. It has 71 residential units (135 beds), approximately 34,000 square feet of commercial space (entertainment and restaurant venues) and 147 designated parking spaces.
- College Town II broke ground in 2015, with construction completed and the facility fully operational by year-end 2016. It contains 86 student housing units (195 beds), approximately 21,000 square feet of commercial space and 544 designated parking spaces.
- College Town III started construction in early 2017 and was completed and fully operational in early 2019. It contains 129 student housing units (300 beds), approximately 3,500 square feet of event space (i.e. no commercial component), and a parking garage with 500 spaces (348 residential and 152 retail).

This is an off-campus facility, but adjacent to campus, built on property currently owned by T'Alley Properties, LLC, a wholly owned subsidiary of the Boosters. Furthermore, as of December 2018, the Boosters own 100% of CollegeTown, LLC; phase I, the Project, and has been the 100% owner of College Town III since inception. The ultimate goal is to acquire 100% ownership of phases II as well. The Project is managed, as part of College Town, through an operating agreement with a private management company.

	The Project is not included in FSU's Master Plan due to it not being located on the campus or on property directly owned by the University. The proposed refinance transaction was approved by the Booster's Board of Directors on January 30, 2020, the FSU Athletic Association, Inc. Board of Directors on March 20, 2020 and FSU's Board of Trustees on March 23, 2020.
Facility Site Location:	The Project is located on the corner of Madison Street and Woodward Avenue, approximately two blocks south of the Florida State University campus (the "University"), well within walking distance for students.
Projected Start and Opening Date:	Project construction commenced in December 2011 and opened during the 2012-2013 academic school year.
Demand Analysis:	Currently, FSU has 42,876 students, but is only equipped to house approximately 6,733 students on campus, which forces the remainder to rely on off-campus housing, helping to support demand for the housing component of College Town. Additionally, commercial retail space, within College Town as well as the immediate surrounding area, is leased-up with national retailers and restaurant chains such as CVS, Urban Outfitters, Brooklyn Bagel, Jimmy Johns, and Publix. College Town, as a whole, is 99% leased in residential and 100% commercial (phases I and II). More specifically, according to the Boosters, the Project's residential and commercial space is 100% leased for the 2019-2020 school year, and it has experienced average occupancy rates of 96% (residential) and 90% (commercial) since 2016. The commercial component was still in lease-up in 2016 (71% occupied), hence the lower average. As an aside, College Town II, which opened in fall 2016, is leased 99.5% residentially and 100% commercially, while College Town III (opened early 2019) is leased 99% residentially (no commercial component). There is no restriction limiting residency solely to FSU students; it is open to anyone. However, because of the Project's location and the Booster's goal to support the University, marketing efforts are directed entirely to FSU students. Furthermore, according to the Boosters, the current resident population of College Town is comprised of FSU students.
	Residents of College Town have their own designated parking. Due to its location, a majority of residents walk to campus and leave their

2

cars at home. Note, phase III included a parking garage, in part,

replacing 108 surface spots lost for the Project (phase I) residents. All College Town parking provides spaces for retail customers as well.

Approvals: Approval of the Board of Governors was not required when construction of the Project, as well as Phase II, were initiated. However, in 2016, the SUS Debt Management Guidelines were amended, resulting in the third phase; College Town III, being submitted to the Board and subsequently approved in January 2017. At that time, the Board was provided an overview of the status of the phases I and II, as well as the Boosters proposal to restructure the Project's (phase I) debt and ownership with a \$15 million short-term interest-only note from Hancock Bank (the primary driver of the proposed refinancing).

Project Cost, Ownership

& Financing Structure: The Project's original construction totaled approximately \$29M. It was financed, in part, with four (4) Federal New Market Tax Credit loans totaling approximately \$27M, combined, and \$2.1M in subordinate debt from Ten G&G LLC, an equity investor in the Project comprised of approximately 10% of the voting members of the Booster's Board of Directors. The various loans are secured by leasehold mortgages on the Project.

In February 2017, with approval of the Board of Governors, the Boosters entered into a \$15M 3-year note with Hancock Bank to fund, in part, the retirement of an investment from Ten G&G, LLC totaling approximately \$8.9M, including the \$2.1M subordinate mortgage. Ten G&G is now a wholly-owned subsidiary of the Boosters. The remaining balance of the Hancock Bank note was used toward development of College Town III. At this juncture, it appears that the \$2.1M subordinate mortgage was not retired, but instead was assigned to the Boosters and remains as debt on the Project's books.

In December 2018, when the Project exited the New Market Tax Credit program, instead of extinguishing the four outstanding NMTC equity notes totaling approximately \$27M, the Boosters took assignment of them via T'Alley Properties, LLC, a wholly-owned subsidiary. With this transaction, the Boosters owned (via subsidiaries) 100% of the Project, but it left the debt on the books and the Project substantially leveraged. Board staff has confirmed that the Boosters intend to remove the legacy debt from the Project's books.

College Town I long-term debt

Payable to		Security	<u>Amt.</u>
T'Alley Properties, LLC	(acquired tax credit note)	1st leasehold mtg	\$7,358,687

T'Alley Properties, LLC	(acquired tax credit note)	1st leasehold mtg	\$2,331,313
T'Alley Properties, LLC	(acquired tax credit note)	1st leasehold mtg	\$13,099,247
T'Alley Properties, LLC	(acquired tax credit note)	1st leasehold mtg	\$3,900,753
Seminole Boosters, Inc.	(acquired from Ten G&G)	2nd leasehold mtg	\$2,100,000
		Subtotal:	\$28,790,000
(Proposed debt)			
Seminole Boosters, Inc.	(payoff Hancock Bank note)	Lien on Net Oper Income & 1st mtg	\$17,000,000
		Total:	\$45,790,000

Also, as an aside, the Boosters are currently working on buying out the investors in College Town II, and College Town III has been 100% Booster-owned since inception.

The Hancock Bank loan was a 3-year note, interest-only payments (3.52% rate, fixed), secured by the net revenues of the Project and a guarantee of the Boosters. The original maturity was February 1, 2020, but the bank extended it to October to facilitate the proposed refinancing. Of note, when the Board approved this debt in January 2017, it was noted that, in light of the short-term loan, the Boosters would have to come back to the Board for approval and would be exposed to interest rate risk.

Comparatively, the proposed \$17M note will again be secured by a lien on the Project's net revenues, but, instead of a guarantee from the Boosters, it will be secured by a first mortgage on the Project. The loan will be for a 10-year term with monthly payments based on a 30-year amortization, level debt service, and a fixed interest rate locked-in at closing based on 10-year US Treasury + 2.05% (currently 3.63%). Loan proceeds will be used to pay-off the \$15M note to Hancock Bank, with the remaining proceeds (approximately \$1.8M, net of closing costs) used to fund, in part, the buyout of outside investors in College Town phase II (CT II). (See attached *Estimated Sources & Uses of Funds*).

According to the Boosters, a full buyout of the outside investors in CT II would require \$6.957 million (as of September 30, 2019), but they are working with the investors to potentially donate their interest or put it into a Pooled Income Fund to reduce the buyout. If there are any loan proceeds remaining after the CT II investor buyout, Boosters will use them to pay back the Seminole Boosters Endowment for the buyout of the City of Tallahassee Community Redevelopment Agency (City CRA) grant utilized in the construction of the Projects (original amount \$2.4M, buyout \$1.7M). The agreement with the City CRA called for the property to remain on the tax rolls for 25 years.

It is important to note that, based on discussions with the Boosters, they do not plan to seek new/additional debt for over 10 years; until 2033, to be specific.

- Security/Lien Structure: As described above, the proposed refinancing loan will be a first lien on the Net Operating Income (Net Revenues) from the Project, as well as a mortgage on the subject property. This loan will be non-recourse to the Boosters.
- **Taxable vs. Tax-Exempt** Based on discussions with its Financial Advisors, FSU believes the proposed refinancing of Project debt should remain as private placement taxable debt, as 1) a bond issuance would result in an investment grade rating below that allowable in the SUS Debt Management Guidelines; 2) the project is expected to cause Unrelated Business Income to the Boosters, which will adversely affect the ability to issue tax-exempt debt; and 3) if, in the future, the Boosters were to dispose of the project prior to final maturity of the debt, remedial action (including redemption of the bonds) would likely be required if financed by tax-exempt debt.

Pledged Revenues &

Debt Service Coverage: Pledged revenues include the net operating income for the Project, which appear sufficient to service the proposed debt.

The Project opened in mid-2013 and stabilized quickly. Annual operating revenue and expenses have averaged \$2.4M and \$1.2M, respectively, generating net operating income (NOI) of \$1.2M (average) each year. Likewise, budgeted 2020 NOI is \$1,419,512. Historical coverage ratios have remained healthy, ranging from 1.20x – 1.69x. The proposed refinancing will result in slightly higher debt service, compared to historical levels, but it will lock-in the interest rate for the next 10 years and, importantly, start amortizing the principal balance. Furthermore, debt service coverage is projected to be 1.56x or better. No debt service is assumed in future periods for the \$29M of assigned notes stemming from the investor buyouts on the Project, as the debt is to be terminated.

(See attached Historical and Projected Debt Service Coverage)

Quantitative Metric/IRR:

The Project is expected to provide a positive internal rate of return of 8.63% and generate approximately \$350,000 per year of additional revenues (5-year average, post refinancing) that will enable the Boosters to continue to contribute to the FSU Athletic Department. All calculations are based upon assumptions provided by the Boosters.

Type of Sale:	The method of sale will be a "bank loan" or "private placement" with a bank or other financial institution selected via competitive solicitation process. Currently, it appears that the Boosters will place the note with Ameris Bank. Due to the nature and security of the project, a public offering, which would require significantly more issuance cost, is not cost effective. Also, the security and structure lends itself to a negotiated method of sale. This is a stand-alone debt (it is not cross-collateralized with phase II and III) and has a stand- alone pledge of Project net revenues (unlike more typical public debt issued on parity with system-wide revenue pledges). Fundamentally, this type of pledge is more difficult to place in the public market.
Selection of	
Professionals:	The professionals involved in this transaction, including the Financial Advisor (Berkadia), Bond Counsel (to be determined) and Financial Institution (Ameris Bank), have been or will be selected pursuant to the SUS Debt Management Guidelines and a competitive solicitation process.
Analysis and	
Recommendation:	Staff of the Board of Governors and the Division of Bond Finance has reviewed the information provided by Florida State University Seminole Boosters, Inc. with respect to the request for Board of Governors approval for the subject refinancing. The Project appears operationally stable, based on Booster-provided projections, and will generate sufficient net revenues to service the proposed debt.
	It appears that the proposed financing is in compliance with the Florida Statutes governing the issuance of university debt and is in compliance with the Board of Governors Debt Management Guidelines.
	However, it is noted that the proposed \$17M note is for a term of ten (10) years, thus the interest rate is for 10 years only. After 10 years, the remaining balance, if any, may need to be refinanced for the remaining 20 years. This subjects the Boosters to interest rate risk. If interest rates are substantially higher at that time, it may result in higher debt service and reduced potential net revenue from the Project (College Town phase I).
	Furthermore, Board staff's recommendation is based on the understanding that the five (5) leasehold mortgages assigned to the Boosters and its subsidiary, T'Alley Properties, in connection with

prior investor buyouts, will be terminated and removed from the Project's books.

Accordingly, staff of the Board of Governors recommends adoption of the resolution authorizing the proposed refinancing.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Seminole Boosters, Inc. College Town I (refinancing)

Estimated Sources and Uses of Funds

Sources of Funds

Bond/Loan Par Amount	\$ 17,000,000
Total Sources of Funds	\$ 17,000,000
<u>Uses of Funds</u>	
Hancock Bank note payoff ¹	\$ 15,000,000
College Town II outside investor buy-out ²	1,859,750
Cost of Issuance ³	140,250
	\$ 17,000,000

¹⁾ On 2/1/2017, Boosters entered into a \$15 million loan agreement with Hancock Bank to: one, pay off approximately \$8.9 million in debt to Ten G&G LLC, a partial owner of College Town I; and two, the remainder helping to fund (in part) construction of College Town II. The loan carries a 3.25% fixed rate and matured February 1, 2020; Hancock Bank granted an extension to October 2020 to help facilitate the proposed refinancing.

²⁾ Per SBI, \$1,864,000 will be used toward the buyout of outside investors on College Town II. The investor buyout is still being negotiated and will fluctuate. If all outside investors require a buyout, this amount will only partially buy them out and will be added to any amount available from the CollegeTown II refinancing.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS SEMINOLE BOOSTERS, INC. College Town - Phase I (Refinancing)

Historical and Projected Debt Service Coverage - College Town I

	Historical							Projected		
(calendar year)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Operating Revenues										
Housing Revenues	1,435,030	1,263,767	1,233,994	1,489,015	1,440,092	1,391,846	1,456,005	1,492,405	1,529,715	1,567,958
Retail/Commercial Rent	1,185,163	1,338,478	1,064,724	1,184,183	1,096,925	1,131,942	1,189,181	1,218,911	1,249,383	1,280,618
Vacancies and Concessions	(239,730)	(11,126)	(213,501)	(303,466)	(247,125)	(158,387)	(82,293)	(84,350)	(86,459)	(88,621)
Other Operating Income	159,720	96,053	288,666	175,838	4,063	11,066	10,000	10,250	10,506	10,769
Total Revenue	2,540,183	2,687,172	2,373,883	2,545,570	2,293,955	2,376,467	2,572,893	2,637,215	2,703,146	2,770,724
Expenses										
Salaries and Personnel Services	158.172.00	151,974.00	144.678.00	179,781.00	142,969.00	150.836.00	198,918,00	203,890.95	208,988.22	214,212.93
Maintenance/Materials & Supplies	167,979.00	180,132.00	152,713.00	239,664.00	163,761.00	164,245.00	106,574.00	109,238.35	111,969.31	114,768.54
Utilities	267,128.00	231,827.00	258,093.00	260,567.00	166,177.00	155,118.00	150,912.00	154,684.80	158,551.92	162,515.72
Property Taxes	284,948.00	317,250.00	301,258.00	313,173.00	315,711.00	298,987.00	347,784.00	356,478.60	365,390.57	374,525.33
Insurance	81,300.00	49,075.00	58,639.00	46,751.00	38,935.00	37,995.00	36,804.00	37,724.10	38,667.20	39,633.88
Professional Fees	136,970.00	127,827.00	85,217.00	47,886.00	59,827.00	35,959.00	22,800.00	23,370.00	23,954.25	24,553.11
Property Management	- ·	-	71,996.00	70,541.00	79,180.00	81,583.00	68,686.00	70,403.15	72,163.23	73,967.31
Marketing	28,580.00	17,576.00	12,301.00	13,384.00	82,035.00	64,557.00	88,230.00	90,435.75	92,696.64	95,014.06
Office Expenses	48,766.00	63,297.00	45,968.00	56,213.00	24,471.00	24,715.00	96,516.00	98,928.90	101,402.12	103,937.18
Other Operating Expenses	62,616.00	77,103.00	165,674.00	83,794.00	23,718.00	94,442.00	36,157.00	37,060.93	37,987.45	38,937.13
Total Operating Expenses	1,236,459	1,216,061	1,296,537	1,311,754	1,096,784	1,108,437	1,153,381	1,182,216	1,211,771	1,242,065
Net Operating Income	1,303,724	1,471,111	1,077,346	1,233,816	1,197,171	1,268,030	1,419,512	1,455,000	1,491,375	1,528,659
		î						· · · ·		
Annual Debt Service	869,354	869,354	894,732	894,731	858,366	465,000	620,613	930,919	930,919	930,919
Debt Service Coverage Ratio ²	1.50	1.69	1.20	1.38	1.39	2.73	2.29	1.56	1.60	1.64

1) Projections for 2020 are based off budgeted amounts, and subsequent years include an increase in revenues and expenses of approximately 2.5% annually.

2) Historically, the debt on CollegeTown Phase I has not had debt service coverage requirements. The loan received from Hancock Bank of \$15M does have a required debt service coverage ratio, but that ratio is fully based on the Seminole Boosters, Inc. fi and not on the results of CollegeTown Phase I. For 2019-20, buyout of the investor notes, coupled with the interest-only payment structure of the Hancock Bank note, decreased debt service and resulted in a spike in coverage.

Board of Governors Committees and Meeting - March 25, 2020 - Facilities Committee

2024
1,607,157
1,312,633
(90,836)
11,038
2,839,992
219,568.25
117,637.76
166,578.61
383,888.46
40,624.73
25,166.93
75,816.49
97,389.41
106,535.60
39,910.56
1,273,117
1,566,876
930,919
1.68
1.00

inancial results

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS SEMINOLE BOOSTERS, INC. College Town phase I - refinancing

Projected Internal Rate of Return (IRR)

		Project Construction Cost	Gross Revenues	Operating Expenses	Net Revenues	Total Project Cash Flow
	2020	(\$17,000,000)	-	-	-	(\$17,000,000)
1	2021	-	\$ 2,586,844	\$ 1,277,616	\$ 1,309,227	1,309,227
2	2022	-	2,651,515	1,309,557	1,341,958	1,341,958
3	2023	-	2,717,803	1,342,296	1,375,507	1,375,507
4	2024	-	2,785,748	1,375,853	1,409,895	1,409,895
5	2025	-	2,855,391	1,416,555	1,438,837	1,438,837
6	2026	-	2,926,776	1,458,461	1,468,315	1,468,315
7	2027	-	2,999,946	1,501,607	1,498,339	1,498,339
8	2028	-	3,074,944	1,546,029	1,528,916	1,528,916
9	2029	-	3,151,818	1,591,765	1,560,053	1,560,053
10	2030	-	3,230,613	1,638,854	1,591,759	1,591,759
11	2031	-	3,311,379	1,687,336	1,624,043	1,624,043
12	2032	-	3,394,163	1,737,253	1,656,911	1,656,911
13	2033	-	3,479,017	1,788,646	1,690,372	1,690,372
14	2034	-	3,565,993	1,841,559	1,724,433	1,724,433
15	2035	-	3,655,142	1,896,038	1,759,104	1,759,104
16	2036	-	3,746,521	1,952,129	1,794,392	1,794,392
17	2037	-	3,840,184	2,009,878	1,830,306	1,830,306
18	2038	-	3,936,189	2,069,337	1,866,852	1,866,852
19	2039	-	4,034,593	2,130,554	1,904,040	1,904,040
20	2040	-	4,135,458	2,193,582	1,941,876	1,941,876
21	2041	-	4,238,845	2,258,475	1,980,370	1,980,370
22	2042	-	4,344,816	2,325,287	2,019,529	2,019,529
23	2043	-	4,453,436	2,394,076	2,059,360	2,059,360
24	2044	-	4,564,772	2,464,900	2,099,872	2,099,872
25	2045	-	4,678,891	2,537,819	2,141,072	2,141,072
26	2046	-	4,795,864	2,612,896	2,182,968	2,182,968
27	2047	-	4,915,760	2,690,193	2,225,567	2,225,567
28	2048	-	5,038,654	2,769,777	2,268,877	2,268,877
29	2049	-	5,164,621	2,851,715	2,312,906	2,312,906
30	2050	-	5,293,736	2,936,077	2,357,659	2,357,659
		(\$17,000,000)	\$113,569,433	\$59,606,118	\$53,963,315	\$36,963,315
					IRR=	8.63%

Assumes 30 year financing and, for simplicity, assumes 30-year useful life of the Project with no residual value. Note, beyond 30 years, typical renovation/repairs will likely require added capital investment, which is unknown (at this juncture) and thus not included above.
 Revenue and expense projections provided by the Boosters.



J. BEN WATKINS III DIRECTOR

STATE OF FLORIDA DIVISION OF BOND FINANCE

RON DESANTIS GOVERNOR

ASHLEY MOODY ATTORNEY GENERAL

JIMMY PATRONIS CHIEF FINANCIAL OFFICER

NIKKI FRIED COMMISSIONER OF AGRICULTURE

MEMORANDUM

To: Board of Governors

From: J. Ben Watkins III

Date: March 16, 2020

Re: Seminole Boosters, Inc. College Town Phase I & College Town Phase II

As required by Section 1010.62(3)(b)4, Florida Statutes, the Division of Bond Finance ("DBF") has reviewed and analyzed the information provided to support the Seminole Booster, Inc.'s (the "Boosters") permanent financing of its College Town Phase I Project and the acquisition and financing of College Town Phase II. DBF has also reviewed the Board of Governors ("BOG") staff analysis of the Project. Below are the specific issues that DBF identified for the BOG's consideration in connection with its evaluation of the Project.

Interest Rate and Refinancing Risk

The bank loans to provide the financing for the College Town Phase I and College Town Phase II projects will be 10-year loans amortized over 30 years. Since the loans are only for 10 years, they will need to be refinanced at that time, exposing the Boosters to interest rate and refinancing risk. The interest rate on the loans will be reset upon refinancing at potentially higher rates which would increase the annual debt service payments required. Additionally, if the Boosters are unable to obtain take-out financing at the end of 10 years, they will have to pay off the outstanding loan balances which could have a significant adverse effect on Booster resources.

Credit Ratings

The Seminole Boosters has outstanding credit ratings with Moody's (A1/negative) and Fitch (A+/stable) on its outstanding public debt. The Moody's rating has been on "negative outlook" since April 2018. In Moody's opinion, their "negative outlook" is a consequence of growing financial leverage, weak operating performance, declining liquidity, and an increased credit risk profile as the Boosters have added student housing and commercial real estate developments in College Town to its balance sheet. Adding an additional \$30 million in debt for the acquisition of the College Town Phase II project will likely precipitate a Moody's downgrade of the FSU Boosters outstanding bonds if not accompanied by improved operating performance or significant sales of real estate assets strengthening the Booster's balance sheet.

cc: Marshall M. Criser, Chancellor, Board of Governors
 Kevin Pichard, Acting Assistant Vice Chancellor, Board of Governors
 Andy Miller, Seminole Boosters, Inc.
 Kyle Clark, Vice President for Finance and Administration, FSU

STATE BOARD OF ADMINISTRATION | 1801 HERMITAGE BOULEVARD, SUITE 200 | TALLAHASSEE, FLORIDA 32308 OFFICE (850) 488-4782 | FAX (850) 413-1315 | WEBSITE: <u>WWW.SBAFLA.COM/BONDFINANCE</u>

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Authorization of a Resolution of the Board of Governors (the "Board") approving the issuance of debt by the Florida State University Seminole Boosters, Inc. to refinance College Town phase II.

PROPOSED COMMITTEE ACTION

Authorization of a resolution approving the issuance of fixed rate, taxable debt by the Florida State University Seminole Boosters, Inc. (the "Boosters"), in an amount not to exceed \$28,000,000 (the "Loan") for the purpose of refinancing the debt on College Town phase II ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes; and Article IX, Section 7(d), Florida Constitution.

BACKGROUND INFORMATION

Unlike College Town phases I and III, the financing of phase II (the Project) has not come before the Board for review until now.

College Town is a three-phase mixed use development comprised of student housing, commercial/retail space and associated parking, located off-campus, but adjacent to campus, on property owned by a subsidiary of the Boosters. Initiated in 2011 with the groundbreaking for phase I, the development of College Town was concluded with the completion of phase III in early 2019. The Project (phase II) is comprised of 86 residential units (195 beds), approximately 21,000 square feet of commercial/retail space, and 544 parking spaces. Construction was completed and the facility was fully-operation during the 2016-17 academic year. Like its predecessor, phase I, the Project quickly leased-up and remains so today; current occupancy is 100% residential and commercial.

The proposed \$28M Loan will replace the original financing guaranteed by the developer associated with the construction of the Project; buyout the developer ownership interest; and fund, in part, the buyout of outside investors. The Boosters own 100% of phases I and III, and their goal is to acquire 100% ownership of phase II (the Project).

The proposed Loan will have a term of 10 years, fixed rate, with level monthly debt service based on a 30-year amortization, and will be secured by a first lien pledge of net revenues from the Project as well as a first mortgage on the Project. Projections provided by the Boosters indicate that Project operations generate sufficient net revenues to pay debt service.

The University's Board of Trustees approved the Project and the financing thereof at its December 5, 2019, meeting.

The proposed refinancing was approved by the Booster's Board of Directors on January 30, 2020. The Booster's anticipate approval by the FSU Athletic Association, Inc. Board of Directors and the FSU Board of Trustees prior to the Board meeting.

	 Authorizing Resolution Project Summary Estimated Sources and Uses of Funds Historical & Projected Debt Service Coverage Internal Rate of Return calculation DBF memorandum
Facilitators / Presenters:	Mr. Kevin Pichard

A RESOLUTION APPROVING THE ISSUANCE OF DEBT BY THE FLORIDA STATE UNIVERSITY SEMINOLE BOOSTERS, INC TO REFINANCE COLLEGE TOWN PHASE II IN AN AMOUNT NOT TO EXCEED \$28,000,000; AND PROVIDING AN EFFECTIVE DATE.

The duly acting and appointed Board of Governors of the State of Florida at a meeting duly held pursuant to notice and a quorum being present do hereby make the following resolutions:

BE IT RESOLVED:

1. Findings. The Board of Governors hereby finds as follows:

(A) Pursuant to Article IX, Section 7 of the Florida Constitution, the Board of Governors is vested with the power to operate, regulate, control and manage the State University System of Florida. The Board of Governors is further vested with the authority to approve the issuance of revenue bonds and debt by a state university or its direct support organization pursuant to Section 1010.62(3), Florida Statutes.

(B) The Seminole Boosters, Inc. (the "DSO") was incorporated by the Florida State University Board of Trustees (the "University Board") to provide direct support to Florida State University (the "University") and designated as a "University Direct Support Organization" by the University Board pursuant to Section 1004.28, Florida Statutes.

(C) The University Board has requested approval from the Board of Governors for the DSO to issue taxable Debt in a principal amount not to exceed \$28,000,000 (the "Debt"), for the purpose of (i) replacing the outstanding debt held and guaranteed by the developer associated with the construction of College Town Phase II; 2) funding the buyout of the College Town Phase II developer; 3) partially funding the buyout of certain College Town Phase II investors; and 4) payment of various fees associated with issuance of the Debt. The foregoing plan is collectively referred to herein as the "Financing Plan".

(D) Upon consideration of the Financing Plan, the Board of Governors further finds that the issuance of the Debt is for a purpose that is consistent with the mission of the University; is structured in a manner appropriate for the prudent financial management of the University; is secured by revenues adequate to provide for all debt service payments; has been properly analyzed by the staffs of the Board of

Governors and the Division of Bond Finance; and is permissible under the Board of Governors' Debt Management Guidelines.

(E) The Board of Governors declares that the Project will serve a public purpose by contributing to the student housing and other necessary retail facilities immediately adjacent to the University campus.

(F) The Project is not required to be included in the master plan of the University.

2. Approval of the Project. College Town Phase II ("the Project") is approved by the Board of Governors as being consistent with the strategic plan of the University and the programs offered by the University.

3. Approval of the Debt. The Board of Governors hereby approves issuance of the Debt by the DSO for the purposes described herein, in the principal amount not to exceed \$28,000,000, said Debt to have an initial term of not less than ten (10) years and a fixed rate of interest, which, combined with any subsequent renewal terms will not exceed 30 years in aggregate. This approval is subject to the understanding that the Debt shall be secured by a first lien and pledge of the net revenues of the Project and mortgage on the Project. The proceeds of the Debt shall be used exclusively to fund the Financing Plan. The Debt will be privately placed.

4. Compliance. The University Board will comply, and will require the University and the Seminole Boosters to comply, with all covenants and other legal requirements relating to the Debt.

5. Repealing Clause. All resolutions of the Board of Governors or parts thereof, in conflict with the provisions herein contained, to the extent they conflict herewith, are, to the extent of such conflict, hereby superseded and repealed.

6. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to assure the full, punctual and complete performance of all the terms, covenants and agreements contained in the Debt and this resolution; including execution of such documents, certificates, contracts and legal opinions and other material delivered in connection with the construction or financing of the Project for use by the University, the issuance of the Debt, in such form and content as the Chair, Vice Chair or authorized officers executing the same deem necessary, desirable or appropriate.

7. Effective Date. This resolution shall become effective immediately upon its adoption.

Adopted this 25th day of March, 2020.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the Board of Governors, does hereby certify that the attached resolution relating to the issuance of Debt by the Seminole Boosters, Inc. is a true and accurate copy as adopted by the Board of Governors on March 25, 2020, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

BOARD OF GOVERNORS OF THE STATE UNIVERSITY SYSTEM OF FLORIDA

Dated: _____, 2020

By: _____ Corporate Secretary

00538599.1

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Project Summary Seminole Boosters, Inc. College Town II Refinancing

Project Description: The Seminole Boosters, Inc. ("Boosters" or "SBI") has submitted a request to the Board of Governors (the "Board") for approval to issue \$28M in debt (the "Loan") to replace the original financing guaranteed by the developer associated with the construction of College Town phase II (the "Project"); buyout of the developer ownership interest; and fund, in part, the buyout of outside investors in the Project.

The Boosters is a direct support organization of Florida State University ("FSU" or "University") that provides financial support for the intercollegiate athletic programs. The proposed Loan will refinance outstanding debt on the Project, a mixed-use facility containing 86 student housing units (195 beds), approximately 21,000 square feet of commercial space, 544 parking spaces, and is part of a larger, three-phase development called "College Town" located just south of FSU's campus. A more detailed discussion of the College Town development can be found in the Project Summary for the proposed College Town I refinancing.

This is an off-campus facility, but adjacent to campus, built on property owned by T'Alley Properties, LLC, a wholly owned subsidiary of the Boosters. The Boosters are 100% owners (directly or via subsidiaries) of College Town phases I and III, and their goal is to acquire 100% ownership of phase II as well. The Project is managed, as part of College Town, through an operating agreement with a private management company.

The Project is not included in FSU's Master Plan due to it not being located on the campus or on property directly owned by the University. The proposed refinance transaction was approved by the Booster's Board of Directors on January 30, 2020, the FSU Athletic Association, Inc. Board of Directors on March 20, 2020 and FSU's Board of Trustees on March 23, 2020.

Facility Site Location: The Project is located on the corner of Madison Street and Woodward Avenue, approximately two blocks south of the Florida State University campus (the "University"), well within walking distance for students.

Projected Start and Opening Date:	Project construction commenced in 2015, with construction completed and the facility full operational by year-end 2016.
Demand Analysis:	Currently, FSU has 42,876 students, but is only equipped to house approximately 6,733 students on campus, which forces the remainder to rely on off-campus housing, helping to support demand for the housing component of College Town. Additionally, commercial retail space, within College Town as well as the immediate surrounding area, is leased-up with national retailers and restaurant chains such as CVS, Urban Outfitters, Brooklyn Bagel, Jimmy Johns, and Publix. College Town, as a whole, is 99% leased in residential and 100% commercial (phases I and II; phase III does not have a commercial component). More specifically, according to the Boosters, the Project's residential and commercial space is 100% leased for the 2019-2020 school year, and it has experienced average occupancy rates of 96% (residential) and 71% (commercial) since 2016. The commercial component was still in lease-up in 2016 (17% occupied), hence the lower average. As an aside, College Town I is currently 100% leased (residential and commercial), while College Town III (opened early 2019) is leased 99% residentially (no commercial component).
	There is no restriction limiting residency solely to FSU students; it is open to anyone. However, because of the Project's location and the Booster's goal to support the University, marketing efforts are directed entirely to FSU students. Furthermore, according to the Boosters, the current resident population of College Town is comprised of FSU students.
	Residents of College Town have their own designated parking. Due to its location, a majority of residents walk to campus and leave their cars at home. Note, phase III included a parking garage, in part, replacing 108 surface spaces for phase I residents. All College Town parking provides spaces for retail customers as well.
Approvals:	Approval of the Board of Governors was not required when construction of Phase I and Phase II (the Project) were initiated. However, in 2016, the SUS Debt Management Guidelines were amended, resulting in the third phase; College Town III, being submitted to the Board and subsequently approved in January 2017. At that time, the Board was provided an overview of the status of the phases I and II as well as a proposal for short-term financing on phase I.

Project Cost, Ownership

& Financing Structure: The Project's original construction cost totaled approximately \$39M, financed with a \$23M loan from Mutual of Omaha (guaranteed by the developer entity, Urban Street Development – CT2, LLC), a \$9.3M loan from T'Alley Properties LLC (a Boosters subsidiary) and a \$6.7M

8	-	
Owner entities	Description	% owned
T'Alley Properties, LLC	Booster subsidiary	40.6%
Urban Street Development - CT2, LLC	Developer	30.0%
CTI-2, LLC	Outside Investors	29.4%
		100.0%

College Town II ownership

equity investment from outside investors. The current ownership structure is as follows:

The proposed \$28M Loan will be for a 10-year term, with monthly payments based on a 30-year amortization, level debt service, and a fixed interest rate locked-in at closing based on 10-year US Treasury + 2.05% (currently 3.63%). Loan proceeds will be used to pay-off the \$22.9M note to Mutual of Omaha associated with the construction of the Project that is currently held and guaranteed by the developer. Also, the Boosters plan to use \$1.85M to buy out the developer interest in the Project, an option available to them this year pursuant to the operating agreement. Lastly, approximately \$3M will be used to fund, in part, the buyout of outside investors in the Project. (See attached *Estimated Sources & Uses of Funds*).

According to the Boosters, a full buyout of the outside investors in the Project would require \$6.957M (as of 9/30/19), but they are working with the investors to potentially donate their interest or put it into a Pooled Income Fund to reduce the buyout. The \$3M from the proposed Loan will be combined with the \$1.8M derived from the refinancing of College Town I for such purposes.

It is important to note that, based on discussions with the Boosters, they do not plan to seek new/additional debt for over 10 years; until 2033, to be specific.

Security/Lien Structure: The Loan will be secured by a first lien on the net operating income (net revenues) from the Project, as well as a first mortgage on the Project. This loan will be non-recourse to the Boosters.

Taxable vs. Tax-ExemptBased on discussions with its Financial Advisors, FSU believes the
proposed refinancing of Project debt should remain as private
placement taxable debt, as 1) a bond issuance would result in an

investment grade rating below that allowable in the SUS Debt Management Guidelines; 2) the project is expected to cause Unrelated Business Income to the Boosters, which will adversely affect the ability to issue tax-exempt debt; and 3) if, in the future, the Boosters were to dispose of the project prior to final maturity of the debt, remedial action (including redemption of the bonds) would likely be required if financed by tax-exempt debt.

Pledged Revenues &Debt Service Coverage:Pledged revenues include the net operating income for the Project,
which appear sufficient to service the proposed Loan.

The Project opened during the 2016-17 academic year and has experienced strong demand since inception. Based on Boosterprovided financial data and projections, since 2017; the Project's first full year of operations, revenue has grown 21% to \$3.8M, overshadowing a 17% expansion in operating expenses, resulting in annual net operating income (pledged revenues) of over \$2M. Pledged revenues are projected to average \$2.5M over the next few years, with slower, more stable growth in subsequent years. Historical coverage ratios have remained healthy, with the lowest at 1.62x, while future debt service (post refinancing) is projected to be 1.67x or higher. Note, the debt (and related debt service) to Booster subsidiary T'Alley Properties will be subordinate to the proposed Loan, thus it is not included in the projections. (See attached *Historical and Projected Debt Service Coverage*)

QuantitativeMetric / IRR:The Project is expected to provide a positive internal rate of return of
9.88% and generate approximately \$900k - \$1M per year of additional
revenues (5-year average, post refinancing) that will enable the
Boosters to continue to contribute to the FSU Athletic Department. All
calculations are based upon assumptions provided by the Boosters.

Type of Sale: The method of sale will be a "bank loan" or "private placement" with a bank or other financial institution selected via competitive solicitation process. Currently, it appears that the Boosters will place the note with Ameris Bank. Due to the nature and security of the project, a public offering, which would require significantly more issuance cost, is not cost effective. Also, the security and structure lends itself to a negotiated method of sale. This is a stand-alone debt (it is not cross-collateralized with phase II and III) and has a standalone pledge of Project net revenues (unlike more typical public debt issued on parity with system-wide revenue pledges). Fundamentally, this type of pledge is more difficult to place in the public market.

Selection of Professionals:	The professionals involved in this transaction, including the Financial Advisor (Berkadia), Bond Counsel (Board and Cassel) and Financial Institution (Ameris Bank), have been selected pursuant to the SUS Debt Management Guidelines and a competitive solicitation process.
Analysis and	
Recommendation:	Staff of the Board of Governors and the Division of Bond Finance has reviewed the information provided by Florida State University Seminole Boosters, Inc. with respect to the request for Board of Governors approval for the subject refinancing. The Project appears operationally stable, based on Booster-provided projections, and will generate sufficient net revenues to service the proposed debt.
	It appears that the proposed financing is in compliance with the Florida Statutes governing the issuance of university debt and is in compliance with the Board of Governors Debt Management Guidelines.
	However, it is noted that the proposed \$28M note is for a term of 10 years, thus the fixed rate is for 10 years only. After 10 years, the remaining balance, if any, may need to be refinanced for the remaining 20 years. This subjects the Boosters to interest rate risk. If interest rates are substantially higher at that time, it may result in higher debt service and reduced potential net revenue from the Project (College Town phase II).

Staff of the Board of Governors recommends adoption of the resolution authorizing the proposed refinancing.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Seminole Boosters, Inc. College Town II (refinancing)

Estimated Sources and Uses of Funds

Sources of Funds

Bond/Loan Par Amount	\$ 28,000,000
Total Sources of Funds	\$ 28,000,000
Uses of Funds	
Mutual of Omaha - development loan ¹	\$ 22,881,955
College Town II developer buy-out ²	1,850,000
Cost of Issuance ³	231,000
College Town II outside investor buy-out ⁴	3,037,045
	\$ 28,000,000

¹⁾ The proposed financing will replace the outstanding debt to Mutual of Omaha in the amount of approximately \$22.8 million, associated with construction of College Town phase II, held and guaranteed by the developer.

²⁾ Per SBI, the College Town II operating agreement provides them with option to buyout the Developer (Urban Street Development - CT2, LLC) during 2020 for an approximate cost of \$1.85 million.

³⁾ Closing costs associated with the proposed financing include \$91,000 (FA fee) and \$140,000 (Loan Origination fee).

⁴⁾ Per SBI, the remainder of loan proceeds will be used toward the buyout of outside investors on College Town II (to be combined with appproximately \$1.8M in proceeds from the College Town I refinancing). At full cost, the investor buyout totals approximately \$6.957M, but it is being negotiated and may decrease, as some investors may donate their equity to the Boosters.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS SEMINOLE BOOSTERS, INC. College Town - Phase II (Financing)

Historical and Projected Debt Service Coverage - College Town II

	Historical				Projected				
(calendar year)	2016 ²	2017	2018	2019	2020	2021	2022	2023	2024
Operating Revenues									
Housing Revenues	1,917,628	2,130,521	2,099,484	2,146,809	2,128,477	2,181,689	2,236,231	2,292,137	2,349,440
Retail/Commercial Rent	33,457	569,378	750,558	809,396	839,010	859,985	881,485	903,522	926,110
Parking Revenues	86,795	805,171	965,226	1,046,647	937,200	960,630	984,646	1,009,262	1,034,493
Vacancies and Concessions	(1,109,279)	(364,888)	(321,523)	(205,234)	(98,926)				
Total Revenue	928,601	3,140,182	3,493,745	3,797,618	3,805,761	4,002,304	4,102,362	4,204,921	4,310,044
Expenses									
Salaries and Personnel Services	65,164.00	145,201.00	167,533.00	159,811.00	212,305.00	217,612.63	223,052.94	228,629.26	234,345.00
Maintenance/Materials & Supplies	29,288.00	96,572.00	120,873.00	125,109.00	70,592.00	72,356.80	74,165.72	76,019.86	77,920.36
Utilities	85,158.00	57,501.00	84,098.00	50,257.00	66,916.00	68,588.90	70,303.62	72,061.21	73,862.74
Property Taxes	21,872.00	514,794.00	450,034.00	455,204.00	503,952.00	516,550.80	529,464.57	542,701.18	556,268.71
Insurance	29,325.00	62,304.00	53,660.00	56,903.00	72,298.00	74,105.45	75,958.09	77,857.04	79,803.46
Professional Fees	7,337.00	9,250.00	28,686.00	26,791.00	22,600.00	23,165.00	23,744.13	24,337.73	24,946.17
Property Management	37,931.00	111,198.00	83,268.00	91,855.00	90,771.00	93,040.28	95,366.28	97,750.44	100,194.20
Marketing	13,699.00	29,162.00	15,275.00	48,627.00	44,412.00	45,522.30	46,660.36	47,826.87	49,022.54
Office Expenses	60,708.00	45,801.00	33,906.00	30,471.00	28,052.00	28,753.30	29,472.13	30,208.94	30,964.16
Other Operating Expenses	20,010.00	285,284.00	287,347.00	536,917.00	291,266.00	298,547.65	306,011.34	313,661.62	321,503.17
Total Operating Expenses	370,492	1,357,067	1,324,680	1,581,945	1,403,164	1,438,243	1,474,199	1,511,054	1,548,831
Net Operating Income	558,109	1,783,115	2,169,065	2,215,673	2,402,597	2,564,061	2,628,163	2,693,867	2,761,213
Annual Debt Service	-	921,518	1,337,254	1,330,049	1,431,664	1,533,278	1,533,278	1,533,278	1,533,278
Debt Service Coverage Ratio ³	n/a	1.93	1.62	1.67	1.68	1.67	1.71	1.76	1.80

1) Projections for 2020 are based off budgeted amounts, and subsequent years include an increase in revenues and expenses of approximately 2.5% annually.

2) The Project opened during the 2016-17 academic year, specifically in the latter half of 2016. At that time, the residential component was nearly fully leased, thus majority revenue recognized, but the commercial component came on line in late 2016, thus revenues are limited (i.e. a short period).

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS SEMINOLE BOOSTERS, INC. College Town phase II - refinancing

Projected Internal Rate of Return (IRR)

		Project Construction Cost	Gross Revenues	Operating Expenses	Net Revenues	Total Project Cash Flow
	2020	(\$28,000,000)	-	-	-	(\$28,000,000)
1	2021	-	\$ 3,752,203	\$ 1,349,332	\$ 2,402,872	2,402,872
2	2022	-	3,846,008	1,383,065	2,462,943	2,462,943
3	2023	-	3,942,158	1,417,641	2,524,517	2,524,517
4	2024	-	4,040,712	1,453,082	2,587,630	2,587,630
5	2025	-	4,141,730	1,496,069	2,645,661	2,645,661
6	2026	-	4,245,273	1,540,327	2,704,946	2,704,946
7	2027	-	4,351,405	1,585,895	2,765,511	2,765,511
8	2028	-	4,460,190	1,632,810	2,827,380	2,827,380
9	2029	-	4,571,695	1,681,114	2,890,582	2,890,582
10	2030	-	4,685,988	1,730,846	2,955,142	2,955,142
11	2031	-	4,803,137	1,782,050	3,021,088	3,021,088
12	2032	-	4,923,216	1,834,768	3,088,448	3,088,448
13	2033	-	5,046,296	1,889,046	3,157,250	3,157,250
14	2034	-	5,172,453	1,944,930	3,227,524	3,227,524
15	2035	-	5,301,765	2,002,466	3,299,298	3,299,298
16	2036	-	5,434,309	2,061,705	3,372,603	3,372,603
17	2037	-	5,570,167	2,122,697	3,447,470	3,447,470
18	2038	-	5,709,421	2,185,493	3,523,928	3,523,928
19	2039	-	5,852,156	2,250,146	3,602,010	3,602,010
20	2040	-	5,998,460	2,316,712	3,681,748	3,681,748
21	2041	-	6,148,422	2,385,247	3,763,174	3,763,174
22	2042	-	6,302,132	2,455,810	3,846,322	3,846,322
23	2043	-	6,459,686	2,528,460	3,931,225	3,931,225
24	2044	-	6,621,178	2,603,260	4,017,918	4,017,918
25	2045	-	6,786,707	2,680,272	4,106,435	4,106,435
26	2046	-	6,956,375	2,759,563	4,196,812	4,196,812
27	2047	-	7,130,284	2,841,199	4,289,086	4,289,086
28	2048	-	7,308,541	2,925,250	4,383,291	4,383,291
29	2049	-	7,491,255	3,011,788	4,479,467	4,479,467
30	2050	-	7,678,536	3,100,885	4,577,651	4,577,651
		(\$28,000,000)	\$164,731,861	\$62,951,928	\$101,779,933	\$73,779,933
					IRR=	9.88%

Assumes 30 year financing and, for simplicity, assumes a 30-year useful life of the Project with no residual value. Note, beyond 30 years, typical renovation/repairs will likely require added capital investment, which is unknown (at this juncture) and thus not included above.
 Revenue and expense projections provided by the Boosters.



J. BEN WATKINS III DIRECTOR

STATE OF FLORIDA DIVISION OF BOND FINANCE

RON DESANTIS GOVERNOR

ASHLEY MOODY Attorney General

JIMMY PATRONIS CHIEF FINANCIAL OFFICER

NIKKI FRIED COMMISSIONER OF AGRICULTURE

MEMORANDUM

To: Board of Governors

From: J. Ben Watkins III

Date: March 16, 2020

Re: Seminole Boosters, Inc. College Town Phase I & College Town Phase II

As required by Section 1010.62(3)(b)4, Florida Statutes, the Division of Bond Finance ("DBF") has reviewed and analyzed the information provided to support the Seminole Booster, Inc.'s (the "Boosters") permanent financing of its College Town Phase I Project and the acquisition and financing of College Town Phase II. DBF has also reviewed the Board of Governors ("BOG") staff analysis of the Project. Below are the specific issues that DBF identified for the BOG's consideration in connection with its evaluation of the Project.

Interest Rate and Refinancing Risk

The bank loans to provide the financing for the College Town Phase I and College Town Phase II projects will be 10-year loans amortized over 30 years. Since the loans are only for 10 years, they will need to be refinanced at that time, exposing the Boosters to interest rate and refinancing risk. The interest rate on the loans will be reset upon refinancing at potentially higher rates which would increase the annual debt service payments required. Additionally, if the Boosters are unable to obtain take-out financing at the end of 10 years, they will have to pay off the outstanding loan balances which could have a significant adverse effect on Booster resources.

Credit Ratings

The Seminole Boosters has outstanding credit ratings with Moody's (A1/negative) and Fitch (A+/stable) on its outstanding public debt. The Moody's rating has been on "negative outlook" since April 2018. In Moody's opinion, their "negative outlook" is a consequence of growing financial leverage, weak operating performance, declining liquidity, and an increased credit risk profile as the Boosters have added student housing and commercial real estate developments in College Town to its balance sheet. Adding an additional \$30 million in debt for the acquisition of the College Town Phase II project will likely precipitate a Moody's downgrade of the FSU Boosters outstanding bonds if not accompanied by improved operating performance or significant sales of real estate assets strengthening the Booster's balance sheet.

cc: Marshall M. Criser, Chancellor, Board of Governors
 Kevin Pichard, Acting Assistant Vice Chancellor, Board of Governors
 Andy Miller, Seminole Boosters, Inc.
 Kyle Clark, Vice President for Finance and Administration, FSU

STATE BOARD OF ADMINISTRATION | 1801 HERMITAGE BOULEVARD, SUITE 200 | TALLAHASSEE, FLORIDA 32308 OFFICE (850) 488-4782 | FAX (850) 413-1315 | WEBSITE: <u>WWW.SBAFLA.COM/BONDFINANCE</u>

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Facilities Committee March 25, 2020

SUBJECT: Authorization of a Resolution of the Board of Governors (the "Board") requesting the Division of Bond Finance of the State Board of Administration of Florida (the "Division of Bond Finance") to issue revenue bonds on behalf of Florida International University to finance the construction of a new housing facility.

PROPOSED COMMITTEE ACTION

Authorization of a resolution requesting the issuance of fixed rate, tax-exempt revenue bonds by the Division of Bond Finance on behalf of Florida International University (the "University"), in an amount not to exceed \$71,800,000 (the "Bonds") for the purpose of financing a new housing facility on the University's main campus ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes; and Article IX, Section 7(d), Florida Constitution.

BACKGROUND INFORMATION

On June 22, 2017, the Board approved FIU's financing of the Project with Bonds in an amount not to exceed \$63M, with total project costs of \$66.5M. Reauthorization has been requested by the University due to increased project costs. The Project will be located in the central, southern area of the main campus of the University and will include approximately 700 beds. The Project is the second phase (Parkview II) of a two-phase project, of which phase I (Parkview I) provided 611 beds and opened fall 2014. The total Project cost is expected to be approximately \$87.5M.

The University's Board of Trustees has requested approval from the Board of Governors for the Division of Bond Finance to issue up to \$71,800,000 of fixed rate, taxexempt revenue bonds to finance the construction of the Project, fund capitalized interest, and pay costs of issuing the Bonds. The University's housing system will fund an additional \$23M through a cash contribution toward the Project. The Bonds will mature no more than thirty (30) years after issuance with level annual debt service payments.

The debt service payments will be funded from revenues generated from the operation of the University housing system, after payment of operating and maintenance costs. Operating revenues are generated primarily from housing rental revenues, special event rental revenues, net parking revenues paid by the residents, and other miscellaneous collections. The Bonds will be issued on parity with the outstanding FIU Dormitory Revenue Bonds, and projections provided by the University indicate that sufficient net revenues will be generated to pay debt service on the Bonds and the outstanding dormitory bonds.

The University's Board of Trustees approved the Project and the financing thereof at its December 5, 2019, meeting.

Supporting Documentation Included: 1. Authorizing Resolution

- 2. Project Summary
- 3. Estimated Sources and Uses of Funds
- 4. Historical and Projected Debt Service
- Coverage Housing System
- 5. Projected Debt Service Coverage Parkview Hall II (only)
- 6. Internal Rate of Return calculation
- 7. DBF memorandum

Facilitators / Presenters:

Mr. Kevin Pichard

A RESOLUTION REQUESTING THE DIVISION OF BOND FINANCE OF THE STATE BOARD OF ADMINISTRATION OF FLORIDA TO ISSUE REVENUE BONDS ON BEHALF OF FLORIDA INTERNATIONAL UNIVERSITY TO FINANCE THE CONSTRUCTION OF A STUDENT HOUSING FACILITY ON THE MAIN CAMPUS IN AN AMOUNT NOT TO EXCEED \$71,800,000; AND PROVIDING AN EFFECTIVE DATE

The duly acting and appointed Board of Governors of the State of Florida at a meeting duly held pursuant to notice and a quorum being present do hereby make the following resolutions:

BE IT RESOLVED:

1. Findings. The Board of Governors hereby finds as follows:

(A) Pursuant to Article IX, Section 7 of the Florida Constitution, the Board of Governors is vested with the power to operate, regulate, control, and manage the State University System of Florida. The Board of Governors is further vested with the authority to approve the issuance of revenue bonds by a state university pursuant to section 1010.62(2), Florida Statutes.

(B) On December 5, 2019, the Board of Trustees of Florida International University (the "University") requested approval from the Board of Governors for the Division of Bond Finance to issue revenue bonds in an amount not exceeding \$71,800,000 (the "Bonds"), for the purpose of financing: (i) a student housing facility containing approximately 700 beds and associated ancillary spaces on the main campus; (ii) capitalized interest, and (iii) certain costs relating to the Bonds (collectively, the "Project", and the plan to finance the Project collectively referred to as the "Financing Plan").

(D) The Project will be part of the housing system at the University.

(E) Upon consideration of the Financing Plan, the Board of Governors further finds that the issuance of the Bonds is for a purpose that is consistent with the mission of the University; is structured in a manner appropriate for the prudent financial management of the University; is secured by revenues adequate to provide for all debt service payments; has been properly analyzed by the staffs of the Board of Governors and the Division of Bond Finance; and is consistent with the Board of Governors' Debt Management Guidelines.

(F) The Board of Governors declares that the Project will serve a public purpose by providing student housing facilities on the main campus of the University.

(G) The Project is included in the master plan of the University.

2. Approval of the Project. The Project is approved by the Board of Governors as being consistent with the strategic plan of the University and the programs offered by the University.

Approval of the Bonds. The Board of Governors hereby approves and 3. requests the Division of Bond Finance of the State Board of Administration of Florida (the "Division") to issue the bonds for the purpose of financing the construction of the Project, in an amount not to exceed \$71,800,000, with a final maturity not to exceed thirty (30) years from the date thereof and a fixed interest rate. Proceeds of the bonds may be used to pay the costs of issuance of such bonds, to provide for capitalized interest, to fund a debt service reserve, if necessary, and to provide for a municipal bond insurance policy, if any. The bonds are to be secured by the net revenues of the housing system of the University, which may include but are not limited to, housing rental revenues, special event rental revenues, net parking revenues paid by the residents, and other miscellaneous collections, and may additionally be secured by other revenues that are determined to be necessary and legally available. The bonds shall be issued on parity with the outstanding University housing system bonds. The Division shall determine the amount of the bonds to be issued and the date, terms, maturities, and other features of a fiscal or technical nature necessary for the issuance of the bonds. Proceeds of the bonds, and other legally available monies, shall be used for the Project, which is authorized by section 1010.62, Florida Statutes.

4. **Refunding Authority.** Authority is further granted for the issuance of bonds for the purpose of refunding all or a portion of any bonds secured by the revenues described, if it is deemed by the Division to be in the best financial interest of the State. The limitation on the amount authorized for the bonds in Section 1 above shall not apply to such refunding bonds. Other terms of this resolution shall apply to any such refunding bonds as appropriate.

5. Compliance. The Board of Governors will comply, and will require the University to comply, with the following:

(A) All federal tax law requirements upon advice of bond counsel or the Division as evidenced by a "Certificate as to Tax, Arbitrage and Other Matters" or similar certificate to be executed by the Board prior to the issuance of the bonds.

(B) All other requirements of the Division with respect to compliance with federal arbitrage law, pursuant to Section 215.64 (11), Florida Statutes.

(C) All requirements of federal securities law, state law, or the Division, relating to continuing secondary market disclosure of information regarding the Bonds, the University, and the University's housing system, including the collection of the revenues pledged to the bonds. Such requirements currently provide for the disclosure of information relating to the bonds, the University, and the University's housing system, including the collection of the revenues pledged to the bonds, on an annual basis, and upon the occurrence of certain material events.

(D) All covenants and other legal requirements relating to the bonds.

6. Fees. As provided in section 215.65, Florida Statutes, the fees charged by the Division and all expenses incurred by the Division in connection with the issuance of the bonds (except for periodic arbitrage compliance fees, if any, which shall be paid from other legally available funds) shall be paid and reimbursed to the Division from the proceeds of the sale of such bonds. If for any reason (other than a reason based on factors completely within the control of the Division) the bonds herein requested to be authorized are not sold and issued, the Board agrees and consents that such fees, charges, and expenses incurred by the Division shall, at the request of the Division, be reimbursed to the Division by the University from any legally available funds of the University.

7. Authorization. The Division is hereby requested to take all actions as necessary to issue the bonds.

8. **Reserve and Insurance.** If determined by the Division to be in the best interest of the State, the Board of Governors may cause to be purchased a debt service reserve credit facility and/or municipal bond insurance, issued by a nationally recognized bond insurer.

9. **Repealing Clause.** All resolutions of the Board of Governors or parts thereof, in conflict with the provisions herein contained, to the extent they conflict herewith, are, to the extent of such conflict, hereby superseded and repealed.

10. Authorization of Further Actions Consistent Herewith. The members of the Board of Governors, attorneys, or other agents or employees of the Board of Governors are hereby authorized and directed to do all acts and things required of them by this resolution or desirable or consistent with the requirements hereof, to assure the full, punctual, and complete performance of all the terms, covenants, and agreements contained in the bonds and this resolution; including execution of such

documents, certificates, contracts, and legal opinions and other material delivered in connection with the construction or financing of the Project for use by the University, the issuance of the bonds or as necessary to preserve the exemption from the taxation of interest on any of the bonds which are tax-exempt, in such form and content as the Chair, Vice Chair, or authorized officers executing the same deem necessary, desirable, or appropriate.

11. **Effective Date.** This resolution shall become effective immediately upon its adoption.

Adopted this 25th day of March, 2020.

CERTIFICATE OF THE CORPORATE SECRETARY

The undersigned, Corporate Secretary of the Board of Governors, does hereby certify that the attached resolution relating to the issuance of bonds by the Division of Bond Finance of the State Board of Administration of Florida is a true and accurate copy as adopted by the Board of Governors on January 30, 2020, and said resolution has not been modified or rescinded and is in full force and effect on the date hereof.

BOARD OF GOVERNORS OF THE STATE UNIVERSITY SYSTEM OF **FLORIDA**

Dated: ______, 2020

By: _____ Corporate Secretary

00538599.1

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Project Summary Florida International University Parkview II – Student Housing Facility

Project Description: In 2017, Florida International University ("FIU" or "University") submitted a proposal for the financing and construction of a new student housing facility and parking garage on the University's main campus. The original proposal, approved by the Board of Governors ("Board') on June 22, 2017, included 656 beds, a 300-space parking garage and ancillary space to service students (together, the "Project"). Total project costs were originally anticipated to be approximately \$66.5 million, financed with \$63 million in bonds (issued by the Division of Bond Finance) and a \$16.4 million cash contribution by the University. Subsequent to the Board's approval, significant increases in construction costs stifled plans for the Project and, ultimately, it never broke ground. Today, the University wishes to pursue construction of the facility, but the passage of time, cost increases and changes to the Project program necessitate reauthorization by the Board.

> As now proposed, the Project will consist of a 13-story residence hall of approximately 300,000 square feet, providing approximately 700 beds (including 20 resident assistant "RA" units) in a mixture of 4bedroom and studio units, each with a common area and a kitchenette. The building will also include study lounges and space for student education/social activities. Total project costs are projected to be approximately \$87.5 million, to be financed with \$71.8 million in bonds (the "Bonds") and a cash contribution from FIU of approximately \$23 million.

> A parking facility is not included in the new proposal. According to FIU, the existing parking system has sufficient capacity to absorb any increase in demand stemming from the proposed Project. Furthermore, the University will be starting construction of the Miami Dade Transit Depot on campus in the next few months, which is expected to alleviate some demand, plus national trends indicate fewer full-time students with cars.

> The Project is included in the current campus master plan, and it was approved by the FIU Board of Trustees on December 5, 2019.

Site Location:	The Project will be located in the central, southern area of the main campus, near academic and student services buildings, food services, and the recreation center. Currently, SW 17 th Street runs adjacent the north side of the Project site, but will be relocated to the south side to integrate the Project with existing housing and improve student safety.
Project Design and Construction Phase:	Project design was completed by the global architectural and engineering firm Perkins and Will. Construction management services will be provided by Moss and Associates, one of the largest general contractors in the southeastern United States. The University anticipates a 26-month construction phase, commencing April 2020 and ending June 2022. FIU's goal is to be open and available for occupancy in Fall 2022.
Project Cost and Financing Structure:	The University expects construction and design costs for the proposed housing facility to total approximately \$87.5M, resulting in a cost of \$125,000 per bed (i.e. approximately \$500k for a 4-BR unit with kitchenette and common area) or \$292/sq. ft. According to the University, costs are elevated due to unit configuration (apartment style) and higher costs associates with high-rise construction, such as added concrete and steel for foundation and floors for added strength and greater rigidity due to wind pressure. Note, Project costs include approximately \$3.8M for road relocation, as described in the Site Location section above. Funding for road relocation will come from unrestricted auxiliary fund balance, as approved by the FIU Board of Trustees on 12/5/19.
	from FIU's housing system. (See <i>Estimated Sources and Uses of Funds</i>). Note, in light of the proposed cash contribution and projected capital needs for the overall housing system, FIU estimates remaining housing reserves at \$11.5M - \$15M upon Project completion.
	The Bonds will be structured with a level debt service (see " <i>Bond Debt Service</i> " schedule), and a debt service reserve is not expected to be required.

Quantitative Demand For Project:

Based on the University's "Accountability Report", annual enrollment has steadily grown in recent years to approximately 47,000, with the University projecting modest 1.5% annual growth in enrollment through FY22-23 (see chart below).

			Actual	Projected						
	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Undergrad.	35,637	36,257	36,512	37,254	38,534	39,915	40,157	40,660	41,004	41,367
Graduate	7,967	8,015	8,129	8,412	8,401	8,398	8,735	8,697	8,847	9,001
Total	43,604	44,272	44,641	45,666	46,935	48,313	48,892	49,357	49,851	50,368
% Change	-	1.53%	0.83%	2.30%	2.78%	2.94%	1.20%	0.95%	1.00%	1.04%

FTE Enrollment by Level (Actual and Projected)

Enrollment data based on FIU's 2019 Accountability Plan approved by FIU Board of Trustees (Sept. 2019) and the Board of Governors (Oct. 2019)

The University has limited on-campus housing. Currently, 3,714 students live on-campus (inclusive of 411 on the Biscayne Bay campus), representing 7.3% of the student population. FIU's stated goal is to eventually house 20% of all students on-campus, and the proposed additional beds will result in approximately 10% of the population living on-campus (assuming 100% occupancy). It is important to note that on-campus housing has opened at 100% occupancy for the past two years and, on the first day of classes in fall 2019, there were 712 students remaining on the housing waiting list (for the main campus). Based on demonstrated need, the University does not have sufficient housing capacity to meet student demand.

In addition to conducting its own analysis, FIU Housing engaged Brailsford & Dunlavey (B&D) in fall 2015 and subsequently summer 2019 to update their Housing Master Plan, which included an indepth on-campus housing demand study; the findings reflected in their report dated May 2019. As part of its analysis, B&D surveyed off-campus multi-family developments in the immediate area surrounding campus, where many students live. B&D identified five (5) within a 2-mile radius, as reflected in the chart below along with comparable on-campus housing options:

Comparison of Existing Housing Options

FIG On-Campus Residency Halls			Rent/Bed per Semester*		
Housing	Beds	Unit Type/Occupancy	Current	FY22*	
Panther Hall	399	2BR Suite, Double	\$2,650	\$2,757	
Lakeview South	450	2BR Suite, Double	\$2,650	\$2,757	
Lakeview South	430	4BR Suite, Single	\$3,350	\$3,485	
Lakeview North	368	2BR Suite, Double	\$2,650	\$2,757	
Lakeview North	368	4BR Suite, Single	\$3,350	\$3,485	
Everglades Hall	383	2BR, Single/Double	\$2,850	\$2,965	
	492	Studio, Single	\$4,350	\$4,526	
University Towers		2BR Apt, Single	\$4,300	\$4,474	
		4BR Apt, Single	\$4,050	\$4,214	
	590	Studio, Single	\$4,050	\$4,214	
Luinenite Anto		1BR Apt., Double	\$2,850	\$,2965	
		2BR Apt., Double	\$2,450	\$2,549	
University Apts.		2BR, Double	\$2,250	\$2,341	
		2BR, Single	\$3,250	\$3,381	
		1BR Suite, Triple	\$2,922	\$3,100	
Parkview I	611	4BR Apt, Single	\$4,300	\$4,474	
Total: 3,293					
Broiset (Declarison II)	697	4BR Suite, Single		\$4,600	
Project (Parkview II)		Studio		\$4,800	

FIU On-Campus Residency Halls

Off-Campus Competitive Housing

	Monthly Rent **			
	Studio	1 BR	2 BR	4 BR
109 Tower			\$1,092	\$993
4 th Street Commons	\$1,597	\$1,695	\$1,070	\$979
Advenir @ University Park	\$2,007	\$2,242	\$1,309	
Identity Miami	\$1,559	\$1,746	\$1,216	\$1,164

University Bridge	\$1,358	\$1,535	\$1,153	\$982	ĺ
Oniversity bridge	φ1,556	φ1,000	φ1,155	\$90Z	

The above data based on Brailsford & Dunlavey student housing demand report, May 2019. On-campus inventory does not include 110 resident assistant units, and rent does not include meal plan.

*Semester based on 4 months. FY22 rental rates projected with 2% annual increase. **Rent is per bed, single occupancy BR. Off-Campus rates inflated to Fall 2021 (based on recent trends), per B&D. Advenir @ University Park does not offer apartments on a perbedroom basis.

According to the B&D demand analysis, "By the time the Project is delivered in 2022, the off-campus competition will have nearly quadrupled from 659 beds to over 2,300. [FIU estimates the total at nearly 3,000 beds]. In addition to the increase in off-campus inventory, the average offcampus rental rate is expected to be comparable to the proposed FIU Project. The market reality requires FIU to pursue proactive planning to ensure maximum competitiveness and marketability of its on-campus inventory when compared to off-campus alternatives." The report went on to note that 109 Tower and 4th Street Commons, in particular, directly compete with the University for residents, advertising themselves as affordable, less-regulated options with more features and amenities than FIU's on-campus housing.

The University currently offers rental rates that are below those available in the off-campus market, generally speaking, as reflected in the chart above. The highest rental rates on campus are for studio units in University Towers (\$4,350/semester), followed by FIU's newest hall, Parkview I (\$4,300/semester). Comparably, when the Project opens in FY 2022-23, FIU expects to charge \$4,600 per bed for the 4BR units, \$4,800 for Studio units. Per B&D, affordability and privacy (i.e. single occupancy) are the most important factors in student decisions to live on-campus versus off-campus and, with that in mind, stated "Currently assumed rental rates for 4-bedroom units would be more expensive than the average of those nearby competitive offcampus communities.". Although the off-campus market poses considerable competition to FIU housing, the campus' unique position relative to off-campus will continue to advantage oncampus students. Specifically, the campus is bordered by heavytraffic 6-lane roads, representing a physical barrier to pedestrian traffic, and focus group surveys continually note on-campus parking is a challenge. Consequently, accordingly to B&D, these factors present an advantage to FIU's on-campus housing, allowing it to withstand the expanded off-campus competition.

In total, B&D's report supports the proposed Project. For fall 2022 (opening date), B&D projects on-campus demand at 4,348 beds,

which is 1,050 over current inventory and 350 beds in excess of the Project's 700 (approximate) additional beds. **Assessment of Private** Sector Alternatives: The University considered a public-private partnership structure during the evaluation process, but does not find a multi-system approach desirable for housing on the main campus as it would bifurcate the Housing System, require FIU forego control over design, operations and financial benefit, and, the addition of the existing housing represents little risk in light of the financial strength of the existing Housing System. Furthermore, the University is committed to providing a robust living and learning environment, which it believes is only possible with their direct input, management and operation. Security/Lien Structure: The Bonds will be issued on parity with FIU's current Housing System debt of \$81.3M, which is payable from pledged revenues. These revenues are derived primarily from rental income, summer special event rentals and other miscellaneous collections after deducting operating and maintenance expenses ("Pledged Revenues"). The Bonds will be payable solely from Pledged Revenues. Pledged Revenues & **Debt Service Coverage:** The Bonds will be issued as tax-exempt fixed rate debt. As required, a rate of 5% is assumed for the purpose of evaluating the Project's financial feasibility, debt service and operating projections. According to FIU, the actual interest rate is anticipated to be 1.0-1.5% less. According to FIU's forecasts, the Project is expected to generate net operating income of \$5M to \$5.2M annually, which is sufficient to pay annual Bond debt service of \$4.8M, but, at the assumed 5% interest rate, yields a debt service coverage ratio of only 1.04x to 1.07x. (See Projected Debt Service Coverage – Parkview Hall II only). However, revenues available to pay debt service consist of Pledged Revenues (as previously defined in Security/Lien Structure section above), which are generated by FIU's entire Housing System, including revenues from the Project. To that extent, FIU's housing system is operationally robust, as evidenced by continued 5-year growth in Pledged Revenues and debt service coverage (DSC); \$13M to \$13.8M, and 1.34x to 1.86x, respectively. Importantly, the addition of the Project in FY2022-23 increases Pledged Revenues to over \$18M

	and generates debt service coverage system-wide of 1.49x. (See <i>Historical and Projected Debt Service Coverage – Housing System</i>).			
	Interest payments on the proposed debt during the 26-month construction period will be paid from capitalized interest (See <i>Estimated Sources & Uses</i>).			
Return on Investment:	The Project is expected to achieve an internal rate of return (IRR) estimated at 3.99%, based upon assumptions provided by the University. (See <i>Projected IRR</i>)			
Method of Sale:	The University concluded that a competitive sale will yield the best results in terms of debt cost and structure.			
Recommendation:	Staff of the Board of Governors and the Division of Bond Finance has reviewed the information provided by the University with respect to the request for Board of Governors approval of the Project and issuance of debt. The demand for the Project appears adequate and University-provided projections indicate sufficient System Revenues to service the additional debt.			
	It appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt as well as Board of Governors Debt Management Guidelines. Accordingly, Board staff recommends adoption of the resolution authorizing the proposed Project and financing.			

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS Florida International University, Capital Improvement Revenue Bonds 2020A Parkview Hall II

Estimated Sources and Uses of Funds

Sources of Funds

\$ 71,800,000
23,000,000
982,878
\$ 95,782,878
\$ 87,500,231
7,416,739
0
865,908
\$ 95,782,878
\$

¹⁾ Bond proceeds deposited in the construction fund, invested for 26 months, estimated interest rate of 1.5%.

3) A debt service reserve (DSR) will not be required/utilized.

²⁾ Estimated capitalized interest based on a fixed rate of 5% for 24 months (approximately \$7,416,739 (see Bond Debt Service schedule). Does not include accrued earnings on invested funds during construction (see FN 2 above); net balance \$6,433,861. Funds not needed for capitalized interest will be placed into the Project Contingency.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS FLORIDA INTERNATIONAL UNIVERSITY Student Housing Facility - Parkview Hall II

Historical and Projected Debt Service Coverage - Housing System¹

			Historical			Budget			Projected		
	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20 ²	FY2020-21	FY2021-22	FY2022-23	FY2023-24	FY2024-25
Operating Revenues											
University Apartments	\$ 3,397,949	\$ 4,132,911	\$ 3,940,057	\$ 3,529,365	\$ 4,081,047	\$ 4,064,347	\$ 4,104,990	\$ 4,170,205	\$ 4,211,907	\$ 4,254,026	\$ 4,296,566
Panther Halls	3,335,693	4,104,228	3,983,385	3,831,131	2,311,546	2,317,657	2,340,834	2,378,022	2,401,802	2,425,820	2,450,078
University Towers	4,967,236	3,816,113	4,057,395	4,478,813	5,240,244	3,911,707	3,950,824	4,013,590	4,053,726	4,094,263	4,135,205
Everglades Hall	3,127,746	3,507,526	3,005,738	2,834,460	3,063,633	3,010,747	3,040,854	3,089,163	3,120,055	3,151,255	3,182,768
Lakeview Village	8,566,430	8,258,882	8,093,359	8,420,050	5,319,981	5,461,613	5,516,229	5,603,863	5,659,902	5,716,501	5,773,666
Parkview Hall	4,865,863	6,181,397	6,079,023	6,635,389	5,594,320	6,897,125	6,966,096	7,076,764	7,147,531	7,219,007	7,291,197
Parkview Hall Parking	61,440	90,080	77,292	95,703	100,247	102,108	103,129	104,767	105,815	106,873	107,942
Bay Vista Housing	200,151	-	-	-	-	-	-	-	-	-	-
Parkview Hall II (The Project)	-	-	-	-	-	-	-	-	7,138,590	7,209,976	7,282,076
Other ²	582,398	476,693	555,488	1,228,538	5,345,217	84,831	227,437	231,050	233,360	235,694	238,051
Total Operating Revenue	29,104,906	30,567,830	29,791,737	31,053,449	31,056,235	25,850,135	26,250,393	26,667,424	34,072,688	34,413,415	34,757,549
Operating Expenses ³											
Personnel Services	(4,677,447)	(4,644,617)	(5,289,723)	(5,466,015)	(5,557,848)	(6,324,734)	(6,514,476)	(6,644,766)	(7,248,468)	(7,393,437)	(7,541,306)
Contractual Services	(8,725,346)	,	(10,225,619)	(10,678,545)	(10,113,800)	(3,581,844)	(3,591,888)	(3,663,726)	(4,568,165)	(4,659,529)	(4,752,719)
Other Operating Expenses	(2,682,192)	(2,367,229)	(2,176,844)	(2,429,938)	(2,230,268)	(3,426,234)	(3,435,842)	(3,504,559)	(4,040,637)	(4,121,450)	(4,203,879)
Total Operating Expenses	(16,084,985)	(16,509,257)	(17,692,186)	(18,574,498)	(17,901,916)	(13,332,812)	(13,542,206)	(13,813,051)	(15,857,270)	(16,174,416)	(16,497,904)
Net Operating Income - Housing System	\$ 13,019,921	\$ 14,058,573	\$ 12,099,551	\$ 12,478,951	\$ 13,154,319	\$ 12,517,323	\$ 12,708,187	\$ 12,854,373	\$ 18,215,418	\$ 18,238,999	\$ 18,259,645
Interest Income	5,504	42,842	146,843	226,642	672,046	591,137	634,192	646,875	52,785	53,841	54,918
Pledged Revenues		\$ 14,101,415	,	,		\$ 13,108,460		,	,		\$ 18,314,563
reugeu nevenues	φ 10 ,02 5,125	ψ 11,101,115	φ 12,210,091	φ 12,700,000	φ 10,020,000	\$ 10,100,100	\$ 10,01 <u>2,</u> 017	¢ 10,001, 2 10	φ 10 ,200,200	φ 10, 2 ,21010	\$ 10,011,000
Annual Debt Service											
2004 Bonds	\$ 4,296,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2011 Refunding Bonds	2,276,519	2,271,119	2,278,519	2,271,769	2,276,269	2,271,269	2,272,019	2,272,619	2,271,419	2,270,794	967,725
2012 Bonds	3,128,869	3,127,069	3,124,369	3,125,769	3,124,569	3,123,659	3,126,519	3,130,519	3,125,619	3,126,019	4,494,219
2015 Bonds	-	3,906,388	2,015,375	2,020,625	2,018,125	2,018,125	2,020,375	2,021,775	2,013,525	2,018,925	2,020,675
Proposed 2019 Bonds ⁴									4,815,798	4,815,798	4,815,798
Total Annual Debt Service	\$ 9,702,238	\$ 9,304,576	\$ 7,418,263	\$ 7,418,163	\$ 7,418,963	\$ 7,413,053	\$ 7,418,913	\$ 7,424,913	\$ 12,226,361	\$ 12,231,536	\$ 12,298,417
Maximum Annual Debt Service	\$ 9,702,238	\$ 9,304,576	\$ 9,304,576	\$ 7,482,619	\$ 7,482,619	\$ 7,482,619	\$ 7,482,619	\$ 7,482,619	\$ 12,298,417	\$ 12,298,417	\$ 12,298,417
Debt Service Coverage Ratios											
Total Annual Debt Service	1.34x	1.52x	1.65x	1.71x	1.86x	1.77x	1.80x	1.82x	1.49x	1.50x	1.49x
Maximum Annual Debt Service	1.34x	1.52x	1.32x	1.70x	1.85x	1.75x	1.78x	1.80x	1.49x	1.49x	1.49x

1) The financial information related to revenues and expenses was provided by the University. The model assumes 97% occupancy, which is below the actual occupancy for the system (i.e. 100%). For the purpose of the projections, revenues and expenses increase annually by 1% and 2%, respectively.

2) In FY 2018-19, meal plan revenue was no longer revenue to the individual building and, instead, was accounted for separately, resulting in an increase in Other Revenue. In FY 2019-20, the treatment of meal plan revenue changed, as the thirdparty is responsible for collections, resulting in less revenue and corresponding expense (meal plans are a pass-through).

3) Current expenditures include costs associated with salaries, utilities, routine maintenance, supplies and repairs, less depreciation expense.

4) Estimated debt service was calculated based on the par amount of \$71.8M and a 5% interest rate. No Debt Service Reserve (DSR) is required. Debt service for FY 2020-21 and FY 2021-22 is interest-only during the construction phase, paid from "capitalized interest"; approximately \$7.4M.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS FLORIDA INTERNATIONAL UNIVERSITY Student Housing Facility - Parkview Hall II

Projected Debt Service Coverage - Parkview Hall II (only)^{1,3}

	FY2	020-21	F	Y2021-22]	FY2022-23	F	Y2023-24	FY	2024-25	I	FY2025-26	F	Y2026-27	F	Y2027-28
Operating Revenues																
Room Rental	\$	-	\$	-	\$	7,210,697	\$	7,282,804	\$	7,355,632	\$	7,429,188	\$	7,503,480	\$	7,578,515
Parking Bad Debt		-		-		(72,107)		- (72,828)		- (73,556)		- (74,292)		- (75,035)		- (75,785)
Total Operating Revenue		-		-		7,138,590		7,209,976	1	7,282,076		7,354,896		7,428,445		7,502,730
Operating Expenses ³																
Administration Cost		-		-		53,468		54,538		55,628		56,741		57,876		59,033
Marketing / Residential Life		-		-		263,507		268,777		274,152		279,635		285,228		290,933
Utilities		-		-		444,442		453,331		462,397		471,645		481,078		490,700
Salaries and Fringe		-		-		470,807		480,223		489,827		499,624		509,616		519,809
Contractual Services		-		-		153,750		156,825		159,961		163,160		166,424		169,752
Cleaning		-		-		149,012		151,992		155,032		158,133		161,295		164,521
Repairs and Maintenance		-		-		42,414		43,262		44,127		45,010		45,910		46,828
Other Fees and Insurance						190,559		194,371		198,258		202,223		206,268		210,393
Replacement Reserve		-		-		357,035		360,605		364,211		367,854	_	371,532		375,247
Total Operating Expense		-		-		2,124,994		2,163,924	:	2,203,593		2,244,025		2,285,227		2,327,216
Net Operating Income	\$	-	\$	-	\$	5,013,596	\$	5,046,052	\$	5,078,483	\$	5,110,871	\$	5,143,218	\$	5,175,514
Annual Debt Service at 5% Required for all DBF Debt Issuance 4																
Principal	\$	-	\$	-	\$	1,228,479	\$	1,289,903	\$	1,354,399	\$	1,422,118	\$	1,493,224	\$	1,567,886
Interest		-		-		3,587,318		3,525,894		3,461,399		3,393,679		3,322,573		3,247,912
Total Annual Debt Service	\$	-	\$	-	\$	4,815,797	\$	4,815,797	\$	4,815,798	\$	4,815,797	\$	4,815,797	\$	4,815,798
Debt Service Coverage Ratio at 5% (Official Projection for Analysis) 4		n/a	1	n/a	1	1.04x		1.05x		1.05x		1.06x		1.07x		1.07x

Footnotes:

1) The financial information related to revenues and expenses was provided by the University. For the purpose of the projections, revenues and expenses increase annually by 1% and 2%, respectively, and 97% occupancy.

2) Estimated debt service was calculated based on the par amount of \$71.8M and an assumed 5% interest rate. Debt service for 2020-21 and 2021-22 is assumed to be paid from Capitalized Interest fund; approximately \$7.4M.

3) Debt service coverage for the Project (only), provided for informational purposes only. The Bonds will be issued on parity with existing Housing System debt and are payable via pledged revenues on the system as a whole, not just the Project. See schedule "*Historical and Projected Debt Service Coverage - Housing System*".

4) Bond debt service is calculated using a 5% interest rate, as currently required for DBF debt issuance. However, according to FIU, current interest rates are 100-150 basis points lower and the actual rate on the Bonds is anticipated to be well below the 5% assumed in the projections, yielding lower debt service and higher coverage.

STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS FLORIDA INTERNATIONAL UNIVERSITY Student Housing Facility - Parkview Hall II

Projected Internal Rate of Return (IRR)

			Estim	ated Project Net	t Revenues	
		Project Construction Cost	Gross Revenues	Operating Expenses	Net Revenues	Total Project Cash Flow
1	2020	(\$49,942,000)	-	-	-	(\$49,942,000)
2	2021	(37,558,231)	-	-	-	(37,558,231)
3	2022	-	\$ 7,138,590	\$ 2,124,99	93 \$ 5,013,597	5,013,597
4	2023	-	7,209,976	2,163,92	5,046,053	5,046,053
5	2024	-	7,282,076	2,203,59	95 5,078,480	5,078,480
6	2025	-	7,354,896	2,244,02	5,110,871	5,110,871
7	2026	-	7,428,445	2,285,22	5,143,218	5,143,218
8	2027	-	7,502,730	2,327,21	16 5,175,514	5,175,514
9	2028	-	7,577,757	2,370,00	5,207,749	5,207,749
10	2029	-	7,653,535	2,413,61	5,239,916	5,239,916
11	2030	-	7,730,070	2,458,06	5,272,007	5,272,007
12	2031	-	7,807,371	2,503,35	58 5,304,013	5,304,013
13	2032	-	7,885,445	2,549,52	5,335,924	5,335,924
14	2033	-	7,964,299	2,596,56	5,367,732	5,367,732
15	2034	-	8,043,942	2,644,51	15 5,399,427	5,399,427
16	2035	-	8,124,381	2,693,38	5,430,999	5,430,999
17	2036	-	8,205,625	2,743,18	5,462,439	5,462,439
18	2037	-	8,287,681	2,793,94	46 5,493,736	5,493,736
19	2038	-	8,370,558	2,845,68	5,524,879	5,524,879
20	2039	-	8,454,264	2,898,40	07 5,555,857	5,555,857
21	2040	-	8,538,806	2,952,14	5,586,660	5,586,660
22	2041	-	8,624,195	3,006,91	19 5,617,276	5,617,276
23	2042	-	8,710,437	3,062,74	5,647,693	5,647,693
24	2043	-	8,797,541	3,119,64	42 5,677,899	5,677,899
25	2044	-	8,885,516	3,177,63	35 5,707,881	5,707,881
26	2045	-	8,974,371	3,236,74	44 5,737,628	5,737,628
27	2046	-	9,064,115	3,296,99	90 5,767,125	
28	2047	-	9,154,756	3,358,39	96 5,796,360	5,796,360
29	2048	-	9,246,304	3,420,98	5,825,318	5,825,318
30	2049	-	9,338,767			
		(\$87,500,231)	\$229,356,451	\$76,976,21	12 \$152,380,238	\$64,880,007
					IRR=	3.99%
					L	

1) Assumes 30 year financing, inclusive of construction term. For simplicity, assumes 30-year useful life of the Project with no residual value. Note, beyond 30 years, typical renovation/repairs will likely require added capital investment, which is unknown (at this juncture) and thus not included above.

2) Revenue and expense projections provided by University.

3) \$71.8M bond par amount, plus equity contribution from University, to fund Total Project Cost \$87,500,231. Construction term 26 mos, with assumed May 2022 delivery date, capitalized interest through delivery.



J. BEN WATKINS III DIRECTOR

STATE OF FLORIDA DIVISION OF BOND FINANCE

Ron DeSantis Governor

ASHLEY MOODY Attorney General

JIMMY PATRONIS CHIEF FINANCIAL OFFICER

NIKKI FRIED COMMISSIONER OF AGRICULTURE

MEMORANDUM

To: Board of Governors

From: J. Ben Watkins III

Date: January 16, 2020

Re: Florida International University Parkview II Dormitory

As required by Section 1010.62(3)(b)4, Florida Statutes, the Division of Bond Finance ("DBF") has reviewed and analyzed the information provided to support Florida International University's ("FIU's") proposed financing of the construction of a dormitory on its Modesto Maidique main campus (the "Project"). DBF has also reviewed the Board of Governors ("BOG") staff analysis of the Project. Below are the specific issues that DBF identified for the BOG's consideration in connection with its evaluation of the Project.

Demand and Affordability

In 2015, Brailsford & Dunlavey ("B&D") conducted a housing demand study for FIU to support the construction of a new dormitory. Due to the delay in the Project, B&D updated its study in 2019. The housing market around FIU has changed substantially in the time between the two housing studies. According to the more recent study, when the Project opens in 2022, the off-campus competition will have nearly quadrupled as there will be more than 2,300 beds available (versus the 659 beds available at the time of the 2015 study) from off-campus, private apartments competing for the same students.

While the housing system does currently have additional demand, the demand identified in the 2019 B&D study is primarily driven by targeting juniors, seniors, and graduate students for on-campus housing. To attract upperclassmen, private bedrooms and in-unit kitchens are critical components of the Project, which add to the cost and make rental rates higher and affordability a challenge. The cost of the Project mandates rental rates that are at or in excess of those charged by the nearby off-campus apartments. The projected demand for on-campus housing is dependent on apartment-style units designed for upperclassmen. Building student housing designed to attract upperclassmen when adequate private, off-campus alternatives are available is a policy decision rather than a debt related issue for the BOG to consider in evaluating the Project.

cc: Marshall M. Criser, Chancellor, Board of Governors Chris Kinsley, Assistant Vice Chancellor, Board of Governors Kenneth Jessell, Senior VP and CFO, Florida International University

> STATE BOARD OF ADMINISTRATION | 1801 HERMITAGE BOULEVARD, SUITE 200 | TALLAHASSEE, FLORIDA 32308 OFFICE (850) 488-4782 | FAX (850) 413-1315 | WEBSITE: <u>WWW.SBAFLA.COM/BONDFINANCE</u>



AGENDA Board of Governors Meeting Ballroom Telephone Conference Call March 25, 2020 11:05 a.m. -12:00 p.m. or Upon Adjournment of Previous Meetings

1. Call to Order

Chair Syd Kitson

2.	Chair's Report to the Board of Governors	Chair Kitson
3.	Minutes of Board of Governors Meeting A. Minutes, January 30, 2020	Chair Kitson
4.	Chancellor's Report	Chancellor Marshall M. Criser III
5.	Public Comment	Chair Kitson
6.	Confirmation of Appointment of the President for the University of Central Florida	Chair Kitson Chair Beverly Seay UCF Board of Trustees
7.	Consent Agenda Items for Approval:	Chair Kitson
	 A. Academic and Student Affairs Committee Re Public Notice of Approval of Amendme Regulations: 6.002 Admission of Undergrad Degree-Seeking Freshmen 6.008 Postsecondary College-le Placement, and Instruction for S 	ents to Board of Governors uate First-Time-in-College, evel Preparatory Testing, State Universities

ii. Public Notice of Intent to Adopt Board of Governors Regulation 8.007 Articulation

B. Budget and Finance Committee Report

- i. Public Notice of Approval of Amendment to Board of Governors Regulation 5.001
- ii. Public Notice of Intent to Amend Board of Governors Regulation 9.007, State University Operating Budgets
- iii. Auxiliary Facilities that have Bond Covenants Requiring Approval of Estimated 2020-2021 Operating Budgets

C. Nomination and Governance Committee Report

i. Reappointment of University Trustees

D. Task Force on Academic and Workforce Alignment Committee Report

i. Task Force on Academic and Workforce Alignment Work Plan

E. Facilities Committee Report

- i. Public Notice of Intent to Adopt Regulations:
 - 1. 14.001, Fixed Capital Outlay Definitions
 - 2. 14.003, Fixed Capital Outlay Budgets
- ii. Public Notice of Intent to Repeal Regulation 14.002, Definitions
- iii. Public Notice of Intent to Amend Board of Governors Regulation 14.006, Fixed Capital Outlay Legislative Budget Request Procedures
- iv. Authorization of a Resolution of the Board of Governors approving the issuance of debt by the Florida State University Seminole Boosters, Inc. to refinance College Town phase I
- v. Authorization of a Resolution of the Board of Governors approving the issuance of debt by the Florida State University Seminole Boosters, Inc. to refinance College Town phase II
- vi. Reauthorization of Florida International University Housing Bonds

8. Concluding Remarks and Adjournment

Chair Kitson

Public comment will only be taken on agenda items before the Board. Public comment forms will be available at the staff table at each meeting and must be submitted prior to the plenary meeting of the Board. A maximum of 15 minutes will be set aside after the Chancellor's Report to accept public comment from individuals, groups, or factions who have submitted a public comment form.

SUBJECT: Chair's Report to the Board of Governors

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

The Chair, Syd Kitson, will convene the meeting with opening remarks.

Supporting Documentation Included:

None

Facilitators/Presenters:

Chair Syd Kitson

SUBJECT: Minutes of Board of Governors Meeting held January 30,2020

PROPOSED BOARD ACTION

Approval of minutes of the Board of Governors meeting held on January 30 at Florida State University.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board members will review and approve the minutes of the Board of Governors meeting held on January 30, 2020, at Florida State University.

Supporting Documentation Included: Minutes: January 30, 2020

Facilitators/Presenters:

Chair Syd Kitson

January 29-30, 2020

INDEX OF MINUTES STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS ROOM 208 TURNBULL CONFERENCE CENTER FLORIDA STATE UNIVERSITY 555 WEST PENSACOLA STREET TALLAHASSEE, FL 32301 JANUARY 30, 2019

Video or audio archives of the meetings of the Board of Governors and its Committees are accessible at <u>http://www.flbog.edu/.</u>

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13.	Academic and Research Excellence Committee Report 1	0
	A. World Class Faculty and Scholar Program Report	
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14.	Academic and Student Affairs Committee Report 1	0
	A. Public Notice of Intent to Amend Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree Seeking	
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	B. Public Notice of Intent to Amend Board of Governors Regulation 6.008	
	Postsecondary College-level Preparatory Testing, Placement, and	
	Instruction for State Universities	
	C. Termination Request for Ph.D. in Rehabilitation Counseling CIP 51.2310 Florida State University),

January 29-30, 2020

D. Request for Exemption to the 120 Credit Hour Requirement by the	
University of Central Florida for the Bachelor of Science in Materials	
Science and Engineering (CIP 14.1801)	

Ε.	Request for Classification of the Torrey Pines @ FIU as a Special
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F.	Florida Student Association Food Pantry Initiative

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January 29-30, 2020

MINUTES STATE UNIVERSITY SYSTEM OF FLORIDA BOARD OF GOVERNORS ROOM 208 TURNBULL CONFERENCE CENTER FLORIDA STATE UNIVERSITY 555 WEST PENSACOLA STREET TALLAHASSEE, FL 32301 JANUARY 29-30, 2020

1. Florida Minds Shine Brighter

On January 29, 2020, Chair Syd Kitson introduced a new segment titled *Florida Minds Shine Brighter* that will become a regular part of each Board meeting. The purpose is to provide an opportunity for students attending the host university to showcase an area of expertise or special talent related to their program of study or extracurricular activity.

Florida State University introduced students from the FSU College of Motion Picture Arts who spoke about their participation in film production opportunities that led to the award of a Student Academy Award for Ms. Shae Demandt, with the assistance of Ms. Anisha Gupte, and a College Television Award for Mr. Chris Violette, with the assistance of Mr. Wesley Hayes. Florida State also introduced members of the FSU Marching Chiefs, Ms. Stephanie DeLuca, Mr. Jordan Fraze, and Ms. Sara Feingold, who shared their personal experiences in connection with the band's participation in France's 75th D-Day anniversary parade in Normandy.

2. <u>Call to Order and Pledge of Allegiance</u>

On January 30, 2020, Chair Syd Kitson convened the meeting at 10:10 a.m. with the following members present and answering roll call: Vice Chair Brian Lamb; Tim Cerio; Dr. Shawn Felton; H. Wayne Huizenga, Jr.; Zenani Johnson; Ned Lautenbach, Alan Levine; Charlie Lydecker; Dr. Steven Scott; Kent Stermon and Norman Tripp. Patricia Frost and Darlene Jordan participated by phone. Members stood for the Pledge of Allegiance.

3. <u>Chair's Report to the Board of Governors and Remarks on the State of the</u> <u>System</u>

Chair Kitson thanked Chair Burr, President Thrasher, and the Florida State University staff for hosting the Board of Governors meeting. Chair Burr, on behalf of President Thrasher, welcomed members and presidents to the university. Chair Kitson thanked Governor DeSantis, Speaker Oliva, President Galvano and the Florida Legislature for their generous support of higher education. He noted Florida is fortunate to have elected leaders, past and present, who understand how important a "world class" higher education system is to the success of the state and to the next generation of students.

January 29-30, 2020

He thanked the members of the Board of Governors for their service, passion, and dedication to the State University System and Mr. Brian Lamb for serving as Vice Chair. He also thanked the boards of trustees, trustee chairs, presidents and the administrators who work diligently to ensure the success of their students.

Chair Kitson stressed the importance of understanding the relationship between the boards of trustees and the Board of Governors and shared background information about the two entities. He then thanked Chancellor Criser and the Board of Governors' staff for their dedication and professionalism put towards student success.

Chair Kitson remarked on the enormous strides the State University System has made with regard to student success, affordability, and research. *U.S. News & World Report* has named Florida number one in the country for higher education for three consecutive years. The University of Florida is on track to become a top-five ranked public university, Florida State University is committed to breaking into the top 15, and the University of South Florida is marching steadily toward the top 25. In addition, the other 9 universities are climbing in stature and excelling in fields that will be transformational for students and the state. He commented on students graduating faster and being better prepared for today's workforce than ever before.

Chair Kitson emphasized Florida is outperforming other states in the area of affordability, which is significant when national student debt has reached a record high. In Florida, the average cost of a bachelor's degree is less than \$10,000, including financial aid, which was made possible by the \$1 billion investment in the System by Florida's elected leaders. Florida's public universities are viewed as the most efficient and highest value in the country, and he urged a continuation of this trend.

Chair Kitson lauded the State University System for breaking previous records on research and surpassing the 2025 Strategic Plan by six years. Federal data shows expenditures for research and development increased to \$2.3 billion between 2016-2017 and 2017-2018, which yielded a \$7 billion economic impact. While the state of the System is strong, he indicated there is still significant room for improvement, with an opportunity to build upon the strengths and improve on the weaknesses. He believes the universities are positioned to embrace discovery and innovation, and to educate and inspire students along the way.

Moving forward, Chair Kitson said there will be an increased focus on the System's alignment with the business community. Although universities have already been reaching out to the business community, seeking partnerships, and designing curriculum to enhance students' skillsets, the business community needs to work with the System and participate in the process. He announced the creation of the Task Force on Academic and Workforce Alignment, which will be chaired by Mr. Eric Silagy.

The charge of the Task Force on Academic and Workforce Alignment is to explore avenues for better connecting with businesses and to identify gaps in Florida's workforce. The Task Force will recommend ways in which the System can better

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prepare students to fill both current and future workforce needs. Even more importantly, the Task Force will bring the business community into the conversation so action can be taken collectively.

Another priority will be to spread the word about higher education in Florida. He introduced the first-ever State University System outreach campaign, *Florida Minds Shine Brighter*. He thanked the universities for their investment in this initiative and reported Florida is reaching out to strategic employers in the Northeast and around the country to encourage job development and expansion in Florida.

There will also be a heightened focus on accountability with the newly created *State University System Report Card* that will articulate what the State University System has to offer. He next turned to the Pillars of Excellence funding initiatives, noting that two pillars, Performance Funding and Preeminence/National Rankings, have demonstrated incredible results, and the third pillar, Universities of Distinction, presents an opportunity for those participating institutions to leverage existing areas of strength and strive towards state and national excellence.

Chair Kitson urged members, boards of trustees, and presidents to embrace a renewed commitment to innovation, discovery, and big ideas over the next two years. To think less about growth and concentrate on the changing work environment; to focus more on preparing students to address challenges facing the nation; to lead the country in contrarian thought and learn to listen and embrace differences; to provide students with services they need to be healthy and productive; and to work closer with business communities, finding ways to be proactive rather than reactive for the new generation of jobs.

4. <u>Recognition of Outgoing Chair Ned C. Lautenbach and Governor Edward A.</u> <u>Morton</u>

Chair Kitson thanked Mr. Ned Lautenbach for his remarkable service and commitment over the past two years as chair, and for the past seven years as a board member. He applauded Mr. Lautenbach for challenging the Board and the boards of trustees to expand upon the ongoing mission of student success. He noted many of the State University System accomplishments we celebrate today would not have happened without his perseverance and refusal to accept anything but the best for the students. Chair Kitson then presented Mr. Lautenbach with a commemorative plate in recognition of his distinguished service.

Mr. Lautenbach stated he was humbled to have served on the Board for the past seven years. He credited performance funding for the gains made in retention and graduation rates and the reduction in the cost of a degree. He also thanked Mr. Morton for his leadership of the Strategic Planning Committee, the Drugs, Alcohol and Mental Health Task Force, and the Health Initiatives and Innovation and Online Committees, and his focus on the health, wellness and academic success of the students. Finally, he

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thanked Chair Kitson for his leadership as vice chair and Chancellor Criser for his friendship and invaluable work.

Chair Kitson next recognized Mr. Edward Morton for his contributions to the Board and the State University System. Mr. Morton was unable to attend the meeting, but resolutions honoring the service of Mr. Lautenbach and Mr. Morton were adopted unanimously by the Board upon a motion by Mr. Tripp and seconded by Mr. Felton.

5. <u>Minutes of Board of Governors Meeting</u>

A. Board of Governors Meeting held on October 30, 2019 and November 22, 2019

Mr. Tripp moved approval of the Minutes of the meetings held on October 30, 2019 and November 22, 2019, as presented. Mr. Cerio seconded the motion, and the members concurred unanimously.

6. <u>Chancellor's Report</u>

Chancellor Criser apprised members of the collaborative outreach strategy being undertaken by the twelve universities to illustrate all of the great things the State University System is doing for Florida. Social media platforms are being used to target specific users, to draw them to the new initiative *Florida Minds Shine Brighter*.

Chancellor Criser introduced his newsletter called "The Chancellor's Journal". This newsletter will keep members up to date on topics of national importance and better communicate the benefits of the State University System to stakeholders. The recent newsletter highlighted low tuition. Since 2014, average college tuition has increased nationally by 14%, whereas Florida has been able to keep its tuition at a flat rate. Chancellor Criser credited Governor DeSantis and others in legislature for their investments in higher education. He next turned to the topic of student debt, noting that in Florida the student debt rate has decreased to 2.7%, which is half of what it was five years ago, and half of the national average. In addition, Chancellor Criser reported that 67% of students do not have student debt, and credited the commitment of Board members, presidents, and legislative members, as well as the support of Governor DeSantis for this result.

Chancellor Criser distributed a legislative update handout and recognized Board of Governors staff for their dedication and hard work, as well as the student interns employed at the Board office.

7. Public Comment

The Board received no requests for public comments.

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8. Business Engagement Panel

Chair Kitson moderated a business engagement discussion with a panel of three distinguished business association representatives: Mr. Jamal Sowell, President and CEO of Enterprise Florida; Mr. Bob Ward, President and CEO of the Florida Council of 100; and Mr. Mark Wilson, President and CEO of the Florida Chamber of Commerce. Chair Kitson briefly discussed the charge of the newly created Task Force on Academic and Workforce Alignment and the opportunity it presents for ongoing input by all three panelists as the work of the Task Force moves forward.

Chair Kitson stated there has been constant feedback from the business industry about its struggle to find talent for the workforce. He commented the State University System is working on finding new ways to connect with businesses, to identify the gaps, improve communication, and develop solutions to this shortage.

He asked the panelists to discuss their associations' most recent reports and to key in on what might be helpful to the System and the Board. Mr. Wilson began by complimenting the university presidents on the great work they are doing; however, because everything is changing at a global level, it is important for universities to adapt to this changing environment. Mr. Wilson emphasized there is no shortage in excellence, but rather a need to create a system that ranges from early learning through life-long learning. He projected in 10 years there will be an increase of 4.5 million people and a need to create a million and a half jobs, although many of those jobs will not require a bachelor's degree.

Mr. Wilson said talent is the single most important economic development tool. There are 280,000 open jobs in Florida and 301,000 people searching for jobs, many of whom are not qualified. Mr. Wilson indicated Florida has the 19th most diversified economy in the United States. Businesses aren't necessarily thinking of whether someone has a degree, certification or apprenticeship, but are looking for qualified people who are ready and able to work. He also believes there is miscommunication on the businesse side about how the businesses could be working together with the State University System to fill the high-wage jobs.

Mr. Sowell said as someone who came through the State University System, left Florida and came back, he found there was a common misconception that jobs were elsewhere such as Atlanta. At Enterprise Florida, he is constantly recruiting new businesses to Florida in the areas of financial services, aviation, aerospace, and other industries where the educational requirements range from a GED to a PhD. He also said skillsets are changing and we need to be looking 15 to 20 years out and develop talent with a more holistic approach to work.

Mr. Ward emphasized the business community also has a responsibility to improve on how it communicates with the universities. The Florida Council of 100 Project Sunrise focused on identifying what the economy needs going into the future. Project Sunrise looked at Florida's strengths, successes, and ways in which things can be improved. He

January 29-30, 2020

said one of the great successes stems from the work the State University System is doing by creating talented individuals. One of the areas in which the state can grow is reflected in the Governor's announcement about Fintech in Jacksonville. In addition, Mr. Ward believes Florida has the opportunity to continue to increase STEM jobs in advanced manufacturing, space and aerodynamics.

Chair Kitson asked Mr. Wilson to go into further detail about the communications gap. Mr. Wilson responded the Florida Chamber of Commerce envisions a day where the State University System is united with the business industry, but right now, no one else is talking about Florida having the #1 ranked postsecondary system. He attributed the gap in communication to reliance on old data and a need to invest in marketing the talent that exists in Florida. He then challenged the business leaders in the room to work together to solve this issue. Mr. Sowell agreed communication is key in telling Florida's story to businesses both inside and outside the state.

Chair Kitson asked for suggestions on how to best market Florida and the State University System nationally. Mr. Wilson said other states know Florida's story, but inside Florida, employers don't know about the talent being produced by the State University System.

Chair Kitson inquired about the process for small businesses that are looking to relocate to Florida. Mr. Sowell stated Enterprise Florida communicates with businesses about Florida's workforce, low taxes, and good schools in its role as the ambassador to business. He also tells them about the great programs offered by the universities and the university business incubators.

Mr. Levine asked Mr. Ward about the best process to link up with business communities to help us reach the System goal of \$3 billion in research by 2025. Mr. Ward indicated more businesses are going to be dependent on research and development as industries continue to grow in Florida. There are a number of businesses, even those that work closely with the universities, which are unaware of the research and development going on within the System. Mr. Wilson suggested there needs to be a collective effort to increase awareness about the ongoing university research and development in order to reach the goal.

FSU- Panama City Student Body President William Bradley asked how to build a future for the residents in Florida in which they can be financially successful as well as make a difference for their community, state, or the world. Mr. Sowell said one way is by staying in Florida after graduation and being engaged. Another way is by being involved with businesses and within one's community, as well as being someone who can bring something to the table, whether it be capital or an idea about job creation. Mr. Wilson said he believes volunteerism can contribute to success. Mr. Ward agreed that following one's passion fuels success.

Chair Kitson thanked the panelists, stating the System will collaborate with the business community to address these issues.

January 29-30, 2020

9. <u>Consideration of Amendments to Board of Governors Operating Procedures</u>

Chair Kitson presented a proposed amendment to the Board of Governors Operating Procedures to eliminate the Legislative Affairs Committee as a standing committee based on its lack of activity. Mr. Lamb moved approval of the amendment, which was seconded by Mr. Cerio and the members concurred unanimously.

10. <u>Budget and Finance Committee Report</u>

Chair Kitson called on Mr. Lamb for the Budget and Finance Committee Report. Mr. Lamb reported the Committee took up one item for approval.

A. Public Notice of Intent to Amend Board of Governors Regulation 5.001, Performance-Based Funding

Mr. Lydecker moved approval of the public notice of intent to amend Board of Governors Regulation 5.001, Performance-Based Funding. Mr. Cerio seconded the motion and the members concurred unanimously.

11. <u>Strategic Planning Committee Report</u>

Chair Kitson called on Mr. Cerio for the Strategic Planning Committee Report. Mr. Cerio reported that the committee took up one action item.

A. 2020-2025 University of North Florida Strategic Plan

Mr. Cerio moved approval of the 2020-2025 University of North Florida Strategic Plan. Mr. Tripp seconded the motion, and the members concurred unanimously.

12. Facilities Committee Report

Chair Kitson called on Mr. Huizenga to report on the Facilities Committee meeting. Mr. Huizenga reported that the committee took up two action items.

A. Reauthorization of Florida International University Housing Bonds

Mr. Huizenga reported the action item for the reauthorization of Florida International University Housing Bonds was deferred and will be taken up by the committee at its next meeting.

January 29-30, 2020

B. Florida State University Panama City Campus Public Private Partnership Housing Project

Mr. Huizenga moved approval of the resolution of the Board of Governors authorizing the Florida State University Board of Trustees to enter into a sublease, operating agreement, and other related agreements with ZP No. 350, LLC, an affiliate of Zimmer Development Company, related to the development, construction, financing, operation, and maintenance of a 400-bed student housing facility on the Panama City campus. Mr. Lamb seconded the motion, and the members concurred unanimously.

13. Academic and Research Excellence Committee Report

Chair Kitson recognized Mr. Levine to report on the Academic and Research Excellence Committee. Mr. Levine reported that yesterday he had the opportunity to brief the Committee on actions taken with respect to attempts to steal intellectual property and the impact on faculty and the universities, and he will report back on what steps the Florida Legislature may take and steps the Board may take. He then reported the Committee took up two items for approval.

A. World Class Faculty and Scholar Program Report

Mr. Levine moved approval of the World Class Faculty and Scholar Program Report. Mr. Huizenga seconded the motion, and the members concurred unanimously.

B. Professional and Graduate Degree Excellence Program Report

Mr. Levine moved approval of the Professional and Graduate Degree Excellence Program Report. Mr. Huizenga seconded the motion, and the members concurred unanimously.

14. Academic and Student Affairs Committee Report

Chair Kitson recognized Mr. Tripp for the Academic and Student Affairs Committee Report. Mr. Tripp reported the Committee took up five items for approval.

A. Public Notice of Intent to Amend Board of Governors Regulations 6.002 and 6.008

Mr. Tripp moved approval of amendments to Board of Governors Regulations 6.002 Admission of Undergraduate First-Time-in-College, Degree Seeking Freshman; and 6.008 Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities. Mr. Huizenga seconded the motion and the members concurred unanimously.

January 29-30, 2020

B. Termination Request for Ph.D. in Rehabilitation Counseling CIP 51.2310, Florida State University

Mr. Tripp moved approval of the termination request for Ph.D. in Rehabilitation Counseling CIP 51.2310, at Florida State University. Mr. Felton seconded the motion and the members concurred unanimously.

C. Request for Exemption to the 120 Hour Requirement by the University of Central Florida for the Bachelor of Science in Materials Science and Engineering (CIP 14.1801)

On behalf of the Academic and Student Affairs Committee, Mr. Tripp moved approval of an exception to the 120 credit hour requirement by the University of Central Florida for the Bachelor of Science in Materials Science and Engineering (CIP 14.1801). Chair Kitson asked if there was further discussion on this item. Mr. Cerio said this type of request should be taken very seriously when the Board is asked to deviate from the 120 credit hour requirement for a bachelor's degree. He indicated he was unclear whether this was requested by the engineering industry or if the university had asked for industry support for the deviation.

Dr. Timothy Letzring, Senior Associate Provost at the University of Central Florida, explained the university had an advisory committee that included industry representatives who worked with them on the curriculum, which includes two capstone courses students will need in order to run the team simulation for the capstone projects. Dr. Manoi Chopra, a professor in the UCF College of Engineering and Computer Science, said the curriculum consists of general education courses, courses required for accreditation, and electives that are designed to enhance subject matter depth. Chemistry courses have also been added to provide greater foundational science coursework. He noted their program still has fewer credit hours than similar programs at Georgia Tech and the University of Illinois Urbana-Champaign. Mr. Cerio asked about the University of Florida's curriculum for this program. Dr. Chopra responded UF's program is set at 125 credit hours. Dr. Felton inquired about the average starting salary. Dr. Chopra said the median salary is \$93,310. Chair Kitson asked Board staff to further investigate the curricular requirements in engineering programs so this does not become a trend. Chair Kitson asked if there was a second. Ms. Jordan seconded the motion. The motion passed on a roll call vote with Mr. Cerio, Mr. Lautenbach, Dr. Scott and Mr. Tripp voting in opposition.

D. Request for Classification of the Torrey Pines @ FIU as a Special Purpose Center by Florida International University

Mr. Tripp moved approval of the classification of the Torrey Pines @ FIU as a Special Purpose Center by Florida International University, subject to submission of a report detailing the collaboration between FIU and FAU. Mr. Huizenga seconded the motion and the members concurred unanimously.

January 29-30, 2020

E. Florida Student Association Food Pantry Initiative

Mr. Tripp made a motion to provide a letter of support to the Florida Student Association for its Food Pantry Initiative. Mrs. Frost seconded the motion, and the members concurred unanimously.

15. <u>Presidential Search Report</u>

Chair Kitson called on Mr. Cerio to provide an update on the University of Central Florida presidential search. Mr. Cerio reported the search committee, which is chaired by UCF Board Chair Beverly Seay, met in early November and received its charge to identify a pool of exceptional and diverse finalists for the board of trustees to consider. During that meeting, the committee received presentations from five search firms. Following the presentations, the committee members identified their top-three ranked firms and after additional input from the board of trustees, the firm of Storbeck/Pimentel and Associates was selected.

Mr. Cerio stated Mr. Alberto Pimentel, the managing partner leading UCF's search, visited UCF's campuses on November 20-21 and December 9, 2019 and January 15, 2020, to meet with the search committee. Mr. Pimentel facilitated 18 separate listening sessions with students, faculty, staff and alumni, as well as with leaders of Orlando businesses, and arts and cultural communities.

Based on the listening session feedback, several themes emerged that centered around the ideal candidate possessing the following attributes: having the ability to define a vision for the university; possessing a high level of integrity and commitment to transparency, diversity and inclusion; evincing a commitment to addressing the university's growth issues and strategic partnerships, while making tough decisions to effectively use financial resources in conformity with state law and regulation; and possessing a commitment to the shared governance model in Florida.

He noted the search committee will be meeting in mid-February to receive the results of the compensation study to prepare a recommendation to the board of trustees and finalize assessment criteria in preparation for candidate interviews. He said the plan is to bring finalists to campus during the spring semester.

16. Concluding Remarks and Adjournment

Chair Kitson announced the next in-person meeting of the Board will be March 24-25, 2020 at the University of South Florida. Having no further business, the meeting was adjourned at 12:28 p.m. on January 30, 2020.

Sydney Kitson, Chair

January 29-30, 2020

Vikki Shirley, Corporate Secretary

SUBJECT: Chancellor's Report to the Board of Governors

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Chancellor Marshall M. Criser III will report on activities affecting the Board staff and the Board of Governors since the last meeting of the Board.

Supporting Documentation Included:

None

Facilitators/Presenters:

Chancellor Marshall M. Criser III

SUBJECT: Public Comment

PROPOSED BOARD ACTION

For information

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Section 286.0114, Florida Statutes; Article V, Section H, Board of Governors Operating Procedures

BACKGROUND INFORMATION

Article V, Section H, of the Board of Governors Operating Procedures provides for public comment on propositions before the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment.

Individuals, organizations, groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board shall complete a public comment form specifying the matter on which they wish to be heard. Public comment forms will be available at each meeting and must be submitted prior to the plenary meeting.

Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair.

Supporting Documentation Included:

None

Facilitators/Presenters:

Chair Syd Kitson

SUBJECT: Confirmation of President for the University of Central Florida

PROPOSED BOARD ACTION

Confirm appointment of Dr. Alexander Cartwright as the president of the University of Central Florida.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Board of Governors Regulation 1.001 University Boards of Trustees Powers and Duties; Section 7, Article IX, Florida Constitution.

BACKGROUND INFORMATION

On March 20, 2020, the Board of Trustees of the University of Central Florida selected Dr. Alexander Cartwright to serve as the sixth president of the university. University of Central Florida Board of Trustees Chair Beverly Seay requested confirmation of the appointment by the Board of Governors and provided a written description of the selection process and search criteria, the Curriculum Vitae of Dr. Alexander Cartwright, and the proposed Employment Agreement.

Supporting Documentation Included:	 Letter from the University of Central Florida Board of Trustees Chair Beverly Seay Selection Process and Search Criteria Curriculum Vitae of Dr. Alexander Cartwright Proposed Employment Agreement
Facilitators/Presenters:	Chair Syd Kitson Ms. Beverly Seay, Chair, University of Central Florida Board of Trustees

SUMMARY OF PRESIDENTIAL SEARCH PROCESS

CONDUCTED FOR THE FLORIDA BOARD OF GOVERNORS MARCH 23, 2020



OF

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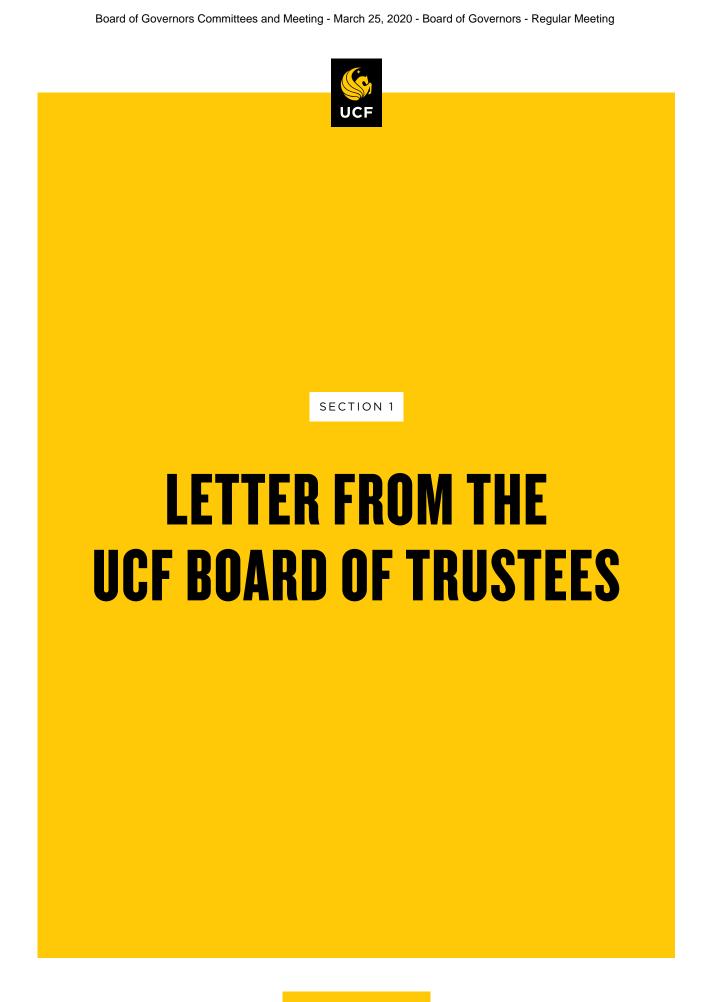
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UNIVERSITY OF CENTRAL FLORIDA





Proposed Employment Agreement





UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees P.O. Box 160002 Orlando, FL 32816-0002

March 20, 2020

The Honorable Syd Kitson, Chair Florida Board of Governors 325 West Gaines Street, Suite 1614 Tallahassee, Florida 32399

RE: Confirmation of University of Central Florida President-Elect

Dear Chair Kitson:

I am pleased to request the Board of Governors final review and confirmation of Dr. Alexander N. Cartwright as the sixth president of the University of Central Florida. This request is made on behalf of the UCF Board of Trustees, following their unanimous vote and pursuant to Board of Governors Regulation 1.001(5)(c).

We submit this request with sincere thanks for your advice and support throughout this process. An equal measure of gratitude is due to Chancellor Criser for his commitment and counsel as we navigated the sudden challenges experienced in concluding the search under very unusual conditions. Governor Tim Cerio's dedicated service as a member of the search team was instrumental in helping us to reach a conclusion that has enabled us to bring you an immensely qualified president-elect for the Board's consideration. We are confident that Dr. Cartwright's experience and track record make him the right leader at this time for the University of Central Florida.

In our search, the UCF Board of Trustees and members of the presidential search committee sought to recruit a proven leader of the highest integrity and academic qualifications, one whose passion for the university's mission and the students it serves would inspire and engage faculty, staff, students and community members, as well current and prospective donors. We wanted someone who would also quickly earn the respect and support of the Board of Governors and Florida's elected leaders. We hope you will agree that our considerable due diligence in this regard, over several months, has brought this state a higher education visionary whose credentials to lead UCF are impeccable.

In looking for a next president, the search committee and trustees sought leadership characteristics and abilities that included, among others:

- · a commitment to student success in all areas of the collegiate experience;
- a demonstrated record of building and nurturing strong and effective leadership teams;
- a history of success developing relationships and strategic partnerships with community organizations, local
- industry leaders, state government officials, key stakeholders and other educational institutions, among others; • a record of building and fostering close relationships with local government officials, corporations, nonprofits, foundations and cultural organizations;

• the ability to attract new revenue sources, and to thoughtfully manage and grow resources in times of financial constraint;

• experience in fundraising and developing relationships with alumni, foundations, corporations and individual donors, including success in securing major and planned gifts;

• a deep understanding of and ability to lead in a unique multisite metropolitan research university environment;

• experience leading a large, complex organization and the ability to understand how the university's unique history, assets and mission can translate and be leveraged into effective strategies and measurable outcomes that align with new and emerging priorities; and,

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UNIVERSITY OF CENTRAL FLORIDA

Board of Trustees P.O. Box 160002 Orlando, FL 32816-0002

• a leadership style that emphasizes transparency and encourages openness in dealings with others, acceptance of diverging perspectives, a consultative decision-making style, collaboration and inclusion among all constituents and stakeholders and fairness in strategic decision-making.

I am confident that we have selected a president for UCF who fully possesses these leadership strengths. Dr. Cartwright is a distinguished academic leader with a wealth of experience at high performing research universities, most recently as president of an institution that is a member of the prestigious Association of American Universities.

With this letter of request, we hereby ask the Board of Governors to consider and confirm Dr. Alexander N. Cartwright at its March 25, 2020 meeting. Additional information, in compliance with the requirements of Board of Governors Regulations 1.001(5) (c) and 1.002(1) (d) (v), is enclosed.

While we very much regret the circumstances that make an in-person interview impossible, please know that the UCF Board of Trustees certainly appreciates the accommodations being made to enable us to proceed. This is a moment of vital importance for the university, one where it is critical that our new president be present and able to lead as soon as possible.

With our thanks to the Board of Governors, I remain,

Sincerely,

Beverly Seay, Chair.

Board of Trustees - University of Central Florida

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SECTION 2

SEARCH COMMITTEE



BEVERLY J. SEAY

Chair, UCF Board of Trustees

SEARCH COMMITTEE

Beverly Seay is an entrepreneurial senior executive with global experience and a Fortune 500 track record in domestic and global business operations with a unique blend of strengths to include startup, turnaround, high growth and acquisition. She currently enjoys advising and connecting companies,

universities and investors in modeling and simulation, cybersecurity, blockchain and computing technologies. Leadership roles include the startup of the Nebraska Applied Research Institute focused on Cyber Physical Systems for Building and Utility Control Systems and the CAE Global Integrated Enterprise Solutions Group. From 1990-2011, she built the SAIC Modeling and Simulation systems business unit from startup, including an acquisition, internal merger and spinout. Inducted into the National Center for Simulation Hall of Fame and selected as one of Florida's most influential business leaders by Florida Trend, Seay is a recognized leader in innovative and creative technologies with strong university ties through personal commitment and industry collaboration.

She is a member of the University of Central Florida (UCF) Board of Trustees (2013-present). She is past and present chair of the Deans' Industry Advisory Boards at the UCF College of Engineering and Computer Science and the Georgia Tech College of Computing. She is also vice-chair of the board of Association of Governing Boards of Universities and Colleges (AGB) (2015-present).

As chair of the Florida Simulation Summit (2015-present), Seay works with the Orange County Mayor's office and the National Center for Simulation to increase awareness of Modeling and Simulation technologies and their applications in industries such as healthcare, entertainment, transportation, education and defense.

Seay has a BS in Mathematics and MS in Computers, Information and Control Engineering from the University of Michigan.



ALEX MARTINS

Vice Chair, UCF Board of Trustees

SEARCH COMMITTEE

Alex Martins, who has spent 32 years in professional sports management and rejoined the Magic in June 2005, was promoted to chief executive officer on December 7, 2011. He previously served as president for more than one year and was the team's chief operating officer from 2006-10. Martins also serves as

CEO of SED Development, LLC, an affiliate of the Magic, which is currently planning an entertainment mixed-use development across Church Street from the Amway Center. Martins represents the Magic as the team's Alternate Governor to the NBA Board of Governors, as well as managing partner of the Lakeland Magic, Orlando's affiliate in the NBA G League. Martins is a member of the NBA's Team Media Advisory Committee, Labor Relations Advisory Committee and Business & Basketball Committee.

Martins, who served in various senior-level management capacities with the Magic between 1989-98 and as the organization's executive vice president of marketing and franchise relations in 2005-06, oversees all operations of the club.

During the past 13 years, Martins led the Magic in a transformation of its business operations, while overseeing a ticket sales, premium sales and corporate partnership effort, which saw the most successful business year in the history of the franchise in the 2010-11 season. The transformation process received the recognition of the SportsBusiness Journal, which named the Magic as a finalist for Professional Sports Team of the Year, the only NBA team to be named a finalist that year.

Similarly, Martins has spearheaded the transformation of the current Magic basketball operations department, with the hiring and management of the current basketball administration leadership.

Included in the franchise's success has been the largest season ticket base in franchise history in 2010-11 (14,200) and the most successful corporate sales effort in franchise history in 2014-15. Amongst these records is the largest increase in attendance in the NBA over that five-year period.

Martins was instrumental in helping to secure the new state-of-the-art Amway Center in Orlando. The Amway Center is part of a public community venues program that also includes a new Performing Arts Center and a renovation of the Citrus Bowl Stadium. The new Amway Center opened in October 2010. The facility was named a finalist for the SportsBusiness Journal's Sports Facility of the Year Award for two consecutive years and captured the award in 2012. Additionally, the Magic also contributed \$20 million toward and constructed five community recreation centers throughout Orange County, Florida, as part of its commitment to build the new Amway Center. The Amway Center was also honored in 2013 with the Customer Experience Award during TheStadiumBusiness Awards presentation held in association with TheStadiumBusiness Summit in Manchester, England.

At the annual NBA Sales and Marketing Meetings, the Magic organization has been awarded the "New Full Season Ticket Award" twice for being No. 1 in the NBA in new full season tickets sold, a "90 Percent Renewal Award" for being just one of five teams to achieve a 90 percent or higher season ticket renewal rate in 2007, a "Sponsorship Account Performance Award" for the extraordinary number of accounts secured by the corporate partnerships department and the "Retailer of the Year Award" twice, for the team's retail sales performance.

Martins originally joined the Magic as director of publicity/media relations in April 1989. In September of 1996, he was promoted to senior director of communications. He also previously served as the Chairman of the Board of

ALEX MARTINS

Vice Chair, UCF Board of Trustees

SEARCH COMMITTEE

the Magic Action Team Community Fund. The Magic Action Team Fund developed into the Orlando Magic Youth Foundation, which has distributed nearly \$24 million to local nonprofit organizations during the last 29 years, including more than \$1 million last season. Additionally, Martins served on the developmental board of the DeVos Sport Business Management Program at the University of Central Florida. The program has been funded through a \$9 million endowment by Rich and Helen DeVos and awards dual Masters degrees in Sport Management and Business Administration.

Martins also has served as the senior vice president of marketing and branding for the NBA's New Orleans Hornets, vice president of communications and public affairs with the NFL's Cleveland Browns and vice president of sports ventures with the Tavistock Group. At Tavistock, Martins served as tournament director of The Tavistock Cup, a PGA Tour-sanctioned event.

Martins started his career as a student assistant in the Villanova sports information department, assisted in the Philadelphia 76ers public relations department and was also the assistant sports information director at Georgetown University (1988-89).

Martins currently serves as the Vice Chair to the UCF Board of Trustees, also serving as Chair of the Finance and Facilities Committee. He is also past chairman of the Metro Orlando Economic Development Commission and The Central Florida Partnership, as well as past chairman of the Orlando Community Construction Corporation, the entity responsible for the construction of the Dr. Phillips Center for the Performing Arts. Martins also has served on the board of directors of the Orlando/Orange County Convention & Visitors Bureau and the Central Florida Commission on Homeless. He currently serves on the Central Florida board of directors for Seaside National Bank & Trust, and on the Governor's Council of the Orlando Economic Partnership.

In April 2015, Martins received the James B. Greene Economic Development Award, which is the highest honor bestowed by the Orlando Economic Development Commission, and recognizes an individual whose work has contributed substantially to the economic prosperity of the region. In 2013, he was awarded the 2013 Charles Andrews Memorial Hospitality Award for Community Leadership by the Central Florida Hotel and Lodging Association. The award is CFHLA's highest honor recognizing an individual's achievements and contributions to the Central Florida hospitality industry as well as the community at large.

Following the tragedy at Pulse nightclub in June 2016, Martins was chosen by the City of Orlando to Chair the board of directors for the largest fund for victims of the shooting, the city- sponsored OneOrlando fund.

Martins earned his MBA from the University of Central Florida, where he is a member of the College of Business Administration's Hall of Fame and recipient of the University's Distinguished Alumnus Award. He also serves on the Dean's Executive Council for the College of Business Administration at UCF, and was honored with the opportunity to serve as Commencement Speaker at UCF in August 2008.

A native of Kearny, New Jersey, Martins earned a Bachelor of Science degree in business administration from Villanova, where he graduated from in 1986. He resides in Orlando, Fla., with his wife, Juliet, and daughters, Sophia (15) and Gabrielle (13).



WILLIAM SELF, PH.D.

Member, UCF Board of Trustees and Associate Professor, College of Medicine

SEARCH COMMITTEE

Bill Self currently serves as the Chair of the Faculty Senate and vice chair of the Advisory Council of Faculty Senates. Dr. Self is an Associate Professor in the Burnett School of Biomedical Sciences. Bill received his Bachelor of Science

in Microbiology with high honors from the University of Florida in 1993, followed by his Ph.D. in 1998 in which he studied the role of molybdenum in the transcriptional regulation of genes involved in energy metabolism in Escherchia coli. He then moved on to the National Heart, Lung and Blood Institute under the guidance of Dr. Thressa C. Stadtman (NAS member) at the NIH in Bethesda, Maryland, where he studied anaerobic microbiology and biochemistry to help build a solid foundation for future independent research.

Since arriving at UCF in 2003, he has continued studies of metalloenzymes from clostridia, especially Clostridium difficile, and also expanded to study newly identified catalytic antioxidant nanomaterials (cerium oxide nanoparticles) in collaboration with Dr. Sudipta Seal (NSTC). He has published over 70 research articles, and this work has been highly cited in recent years (H- index of 38 with over 6,000 citations). He has given 14 invited talks at national/international conferences and universities in the past seven years, served as a panel chair twice at international conferences, and served on 12 NIH study sections and six NSF study sections since 2009. He has authored/co-authored over 60 conference presentations and been awarded seven patents (with four more still pending) since 2009. Several of these patents were licensed in 2017.

Besides his extensive research and service to the profession, Dr. Self has also been heavily involved in service to UCF, including serving eight years on Senate Joint Committees and Councils and seven years as a Faculty Senator. Dr. Self served as Chair of the Undergraduate Council for two years and has served on the Steering Committee, also for five years including two years as the Faculty Senate chair. Dr. Self also served as a Provost Faculty Fellow two years ago.

He and his wife of 24 years, Marianne, spend quite a bit of time raising their four teenage sons. They especially like spending time outdoors boating, fishing, and snorkeling in southwest Florida with family and in the Keys.



TIMOTHY M. CERIO

Member, Florida Board of Governors

SEARCH COMMITTEE

Timothy M. Cerio is an attorney in Tallahassee, Florida, and focuses his practice on regulatory and health care law; government investigations; administrative law, including representation of clients in quasi-judicial proceedings; and complex litigation in state and federal courts. From 2015 to 2016, Cerio

served as the General Counsel to Governor Rick Scott. As General Counsel, Cerio was the chief legal advisor to the Governor and the Executive Office of the Governor's legal liaison to all state and local agencies. After completing his service, Cerio formed his own law firm, Timothy M. Cerio, LLC, and he remains of counsel to the GrayRobinson law firm.

In March 2017, Governor Scott appointed Cerio to the Florida Constitution Revision Commission. The "CRC" is convened once every 20 years for the purpose of reviewing Florida's constitution and proposing amendments for voter consideration. From 2013 to 2015, Cerio was a member of the Judicial Nominating Commission for the First District Court of Appeal. Cerio is currently a member of the Board of Directors of the James Madison Institute, Florida's premiere think tank dedicated to promoting economic opportunity for all Floridians.

Cerio previously served as general counsel and chief of staff of the Florida Department of Health. With over 16,000 employees and a \$2.8 billion budget, the Florida Department of Health is responsible for regulating all licensed health care practitioners and delivering public health services throughout the State of Florida.

Cerio earned his bachelor's degree in political science from the University of Florida in 1990 and his law degree with honors from the University of Florida College of Law in 1995. He has served as president of both the University of Florida Alumni Association and the UF College of Law Alumni Council, and he continues to serve on the Florida Blue Key Alumni Advisory Board.

Cerio has been married to his high school sweetheart, Jayne, for 25 years, and they have three amazing children.



MICHAEL Georgiopoulos, ph.d.

SEARCH COMMITTEE

Dean, College of Engineering and Computer Science

Michael Georgiopoulos is the dean of the College of Engineering and Computer Science (CECS) at the University of Central Florida. Dr.

Georgiopoulos leads one of the largest colleges of its kind in the nation, with more than 11,500 students and 400 faculty members and staff.

Dr. Georgiopoulos became the college's sixth dean in July 2013, after serving one year as interim dean. Since then, undergraduate student enrollment increased by more than 50 percent and graduate student enrollment increased by more than 35 percent. The faculty population has expanded by more than 40 percent. The college's research enterprise has grown to an annual research awards portfolio exceeding \$50 million, increasing by more than 100 percent. The philanthropic giving to the college, as part of the IGNITE campaign, surpassed \$80 million. In 2018-2019 more than 2,000 engineering and computer science degrees have been conferred adding to the college's 37,000+ alumni.

Dr. Georgiopoulos joined the UCF faculty in 1986 in the college's Department of Electrical Engineering and Computer Science. He has served in, and has been honored for, his many roles at UCF. In 2010, he was named a UCF Pegasus Professor – the university's most prestigious faculty award – recognizing extraordinary contributions to the UCF community through teaching, research and service.

He is widely known in the UCF community for his leadership of UCF's EXCEL program, a science, technology, engineering and math (STEM) talent expansion program funded by the National Science Foundation (NSF). Since it began in 2006, UCF's EXCEL program has resulted in an approximate 40 percent increase in student success, and has been lauded and recognized by UCF and the NSF.

In 2011-2012, Dr. Georgiopoulos served as interim assistant vice president of Research. His research area of expertise is machine learning with special emphasis on neural network algorithms. His research portfolio includes more than 50 grants and contracts as principal investigator or collaborator, some of which were multi-million-dollar efforts. He has advised the research of more than 100 students of all degree levels.

He has published and presented his research findings in more than 250 papers in various professional journals, book chapters and international conferences. In addition, he has served as associate editor of Neural Networks, associate editor of IEEE Transactions on Neural Networks, and technical co-chair of the 2011 International Joint Conference on Neural Networks.

In 2014, Dr. Georgiopoulos was inducted into the University of Connecticut's Academy of Distinguished Engineers. He holds a master's and a doctoral degree in electrical engineering from the University of Connecticut; and a Diploma from the National Technical University of Athens.



VICTORIA LOERZEL, Ph.d., RN, OCN

Associate Professor, College of Nursing

Victora Loerzel is the Beat M. and Jill L. Kahli Endowed Professor in Oncology Nursing. Dr. Loerzel's primary research interests include older persons with

SEARCH COMMITTEE

cancer, quality of life, symptom self-management, and cognitive representations of symptoms and illness. Her primary research goal is to assist older adults to self-manage treatment-related side effects and optimize health at all stages of the cancer trajectory by developing new and innovative methods to educate them about symptom self- management options. Secondary research interests include educating nursing students about oncology and end of life topics.

Dr. Loerzel earned her BSN from Florida Atlantic University, an MSN from Case Western Reserve University, Payne Bolton School of Nursing, and a PhD from the University of Central Florida.



STELLA SUNG, D.M.A.

Pegasus Professor, College of Arts and Humanities

Stella Sung is a national and international award- winning composer, whose compositions are performed throughout the United States and abroad.

SEARCH COMMITTEE

As a recipient of a "Music Alive" award, a three- year award sponsored by New Music USA, the League of American Orchestras, ASCAP, the Aaron Copland

Fund, and the Andrew Mellon Foundation, Dr. Sung recently served as Composer-in-Residence (2013-16) with the Dayton (OH) Performing Arts Alliance (DPAA) (Dayton Philharmonic Orchestra, Dayton Ballet, and Dayton Opera). During the course of her three-year residency, she created new works for orchestra, ballet, and opera. The DPAA was one of five, nationally selected cohort recipients of the "Music Alive" award residencies, during which composers and orchestras collaborated to create new, innovative works that engaged communities and artists during the residencies.

Dr. Sung was the first Composer-in-Residence for the Orlando Philharmonic Orchestra, (2008- 2011), and continues to serve as Composer-in-Residence for Dance Alive National Ballet (Gainesville, FL).

Dr. Sung is also the director of the Center for Research and Education in Arts, Technology, and Entertainment (CREATE) at the University of Central Florida, and is Professor of Music in UCF's School of Visual Arts and Design (Digital Media), College of Arts and Humanities. Dr. Sung holds a "Pegasus" Professorship, the highest honor awarded to distinguished faculty members

at UCF and holds an Endowed "University Trustees Chair" professorship.

Since 2003, Dr. Sung has been using digital and multi-media applications in her concert and symphonic compositions, music for dance and ballet, and recent operas that include the use of advanced projection techniques and other stage design concepts using technology. With her current orchestral work, Oceana, she is working on creating an interactive virtual reality experience and has developed an interactive app to be used during concert performances.

Other current projects include The Secret River, with Pulitzer Prize-winning librettist Mark Campbell, commissioned by Opera Orlando (premiere Dec. 2021), and film score for a new film by award-winning documentary film-maker Lisa Mills.

Dr. Sung is the recipient of the 2007-2010 Phi Kappa Phi National Artists Award, as well as a 2009-10 "Meet the Composer" award. She is a two-time winner of a Florida Individual Artists Fellowship, sponsored by the Division of Cultural Affairs for the State of Florida, as well as the 2005 recipient of a Florida Artists Enhancement award. She was a Fellow at the prestigious MacDowell Colony, and was the recipient of the Norton Stevens Fellowship. Other awards have been from the National Endowment for the Arts, New Music USA, Meet the Composer, the German Ministry of Culture, the American Society of Composers, Authors, and Publishers (ASCAP), and the Division of Cultural Affairs of the State of Florida.

Dr. Sung is also an active composer for film, and was the composer and music supervisor for the score for the full-length documentary film, Voices in the Clouds, which received critical acclaim in national and international film festivals. Her music was featured in the short animation film, Atlas' Revenge, (based upon Dr. Sung's orchestral work of the same title), which was selected as the first-place winner at the 2010 SIGGRAPH conference (Time and Space category). She wrote the score for a new animated short film, Farmer Glorp, produced by the Character Animation students at the University of Central Florida (Class of 2016). The film was

SEARCH COMMITTEE

STELLA SUNG, D.M.A.

Pegasus Professor, College of Arts and Humanities

premiered in May 2016, with the Dayton Philharmonic Orchestra playing live at the Schuster Center in Dayton, OH, and is currently being screened at film festivals. She recently completed the score for Marching Forward, a new award-winning documentary film by Lisa Mills, tracing the performances of two high school bands from Orlando at the 1964 World's Fair with the Civil Rights movement as a backdrop to the film.

Premieres, performances, and commissions of Dr. Sung's work have included compositions for world-renowned cellist Yo-Yo Ma, the German Ministry of Culture (Rhineland-Pfalz), the Boston Landmarks Orchestra, the Dayton Philharmonic Orchestra (Dayton, OH), the Jacksonville Symphony Orchestra (Jacksonville, FL), the Orlando Philharmonic Orchestra (Orlando, FL), the Akron Symphony Orchestra (Akron, OH), the Gainesville Chamber Orchestra (Gainesville, FL), the Florida Symphony Youth Orchestra (Orlando, FL), the Florida Young Artists Orchestra (Orlando, FL), the Etowah Youth Orchestra (Gadsden, AL), the Azure Ensemble (NY), Dance Alive National Ballet (State touring ballet company of Florida), the Lyric Arts Trio (Kansas City, KA), saxophonist Claude Delangle (Conservatoire de Paris), guitarist Andrea Vettoretti (Rome, Italy), guitarist Eladio Scharrón (Orlando, FL), flautist Donna Wissinger (FL), the PRISM Saxophone Quartet (NY, NY), the Rollins College (Winter Park, FL), the 2000 Alabama All-State Festival Orchestra (Tuscaloosa, AL), and from the Buffet Crampon Clarinet company (Jacksonville, FL).

Major concert venues have included the West Lawn of the U.S Capitol (Washington, D.C), Carnegie Hall (New York, NY), Symphony Hall (Boston, MA), the Sydney Opera House (Sydney, Australia), the Schauspielhaus (Berlin, Germany), the Phillips Collection (Washington, D.C), Merkin Hall (New York, NY), the Nathan H. Wilson Center for the Performing Arts (Jacksonville, FL), the Jacoby Concert Hall (Jacksonville, FL), the Bob Carr Performing Arts Centre (Orlando, FL), the Curtis M. Phillips Center for Performing Arts (Gainesville, FL), the E.J. Thomas Center for the Performing Arts (Akron, OH), the Chrysler Center for Performing Arts (Norfolk, VA), the Van Weisel Hall (Sarasotra, FL), the Schuster Center (Dayton, OH), the Boston "Esplanade" Hatch Shell (Boston, MA), and other major concert venues.

Several documentary films have been made about Dr. Sung's work including a film by documentary film-maker Lisa Mills, which captures the world premiere performance of Dr. Sung's large orchestral work, The Circle Closes (2010). This film has garnered a Silver Medal Award from the 2011 Park City Film Music Festival (Park City, Utah), and a 2011 Bronze Telly Award. Dr. Sung's highly acclaimed composition for orchestra, Rockwell Reflections, was excerpted and made into a five-minute film also by Lisa Mills, and was selected for the Cultural Arts Award at the 2009 International MOFILM short film festival. Another award-winning documentary film about Sung's Concerto for Two Violins and Orchestra by film-maker Aaron Hosé, was selected for two Telly Awards (2007).

The music of Dr. Sung is published by the Theodore Presser Music Publishers (USA), Editions Henry Lemoine (France), Southern Music Company (Keiser, USA), and Sonic Star Music Productions (USA), and is currently available on Koch International Recordings, Naxos, Cambria Master Recordings, Sinfonica (Italy), Eroica Master Recordings, MSR, and Albany Records. Dr. Sung's compositions have been broadcast on radio stations worldwide including WGBH-Boston, WNYC-New York, KING FM radio (Seattle, WA), the Bavarian Radio (Munich, Germany), the Swedish National Radio, and Radio Vaticana (Rome, Italy).

Dr. Sung holds the Bachelor of Music degree (piano performance) from the University of Michigan (Ann Arbor), the Master of Fine Arts degree (Composition) from the University of Florida, and the Doctor of Musical Arts degree (piano performance) from the University of Texas at Austin. Her piano teachers included Theodore



SEARCH COMMITTEE

Pegasus Professor, College of Arts and Humanities

Lettvin, Louis Nagel, Gary Wolf, and David Renner. She studied composition with John D. White, Edward Troupin, Donald Grantham, and Eugene Kurtz.

Dr. Sung has been recognized by the University of Florida as a Distinguished Alumna, an Alumna of Outstanding Achievement, and has also received a Distinguished Achievement Award from UF.



MADELINE MILLS

Student Body Vice President

SEARCH COMMITTEE

Madeline Mills is a senior majoring in political science pre- law with a minor in global peace and security. As a freshman at UCF, she immediately immersed herself in Lead Scholars, Student Government, and Greek life. She started her own garden organization her freshmen year and has traveled to Boston

and Chicago to represent her project, receive funding, and promote a solution to food insecurity on college campuses.

She has been awarded philanthropic awards and has been recognized nationally as the top servant leader at the University of Central Florida. She worked as the Mentorship Program Coordinator and Director of Innovation in SG and was the Vice President of Philanthropy for her sorority, Pi Beta Phi. She is the Student Body Vice President for the University of Central Florida, overseeing various committees and campus-wide initiatives. Mills is passionate about making her campus more sustainable and creating an inclusive campus for all students.



TIMOTHY HILL '18

SEARCH COMMITTEE

Graduate Student and Member, President's Leadership Council

Tim Hill is a graduate student at UCF completing a dual degree master's program in Public Administration and Criminal Justice. Tim also works as a graduate teaching assistant within UCF Experiential Learning and is a member

of the 2019-2020 UCF President's Leadership Council.

Tim graduated in summer 2018 with a Bachelor's of Science in Public Administration and a minor in Emergency Management and Homeland Security. As an undergraduate, he served as a Legislative Scholar in the Office of Senator Randolph Bracy.

Through his role as a Scholar, Tim learned about the Florida legislative process and interacted with elected officials to help him develop a strong professional network.

Tim is a past president of the International City and County Management Association (ICMA) UCF Student Chapter. He is also a member of Pi Alpha Alpha Public Service Honor Society and the Winter Park Alumni Chapter of Kappa Alpha Psi Fraternity, Inc.



CYNDIA MORALES Muñiz, ed.d.

SEARCH COMMITTEE

Director, HSI Culture and Partnerships, UCF

Cyndia Morales Muñiz is Director of HSI Culture and Partnerships. In this role, she provides strategic leadership and stewards national partnerships

that advance UCF's Hispanic Serving Institution (HSI) objectives. Dr. Muñiz works with senior leadership and leads cross-functional teams of faculty and staff from various units to promote an inclusive and effective HSI campus culture.

Dr. Muñiz joined the UCF community in 2008 as a doctoral student and has since worked in the College of Undergraduate Studies, College of Graduate Studies and the division of Student Development and Enrollment Services. In 2015, she founded the Latino Faculty and Staff Association (LaFaSA) with two UCF colleagues and established the CREAR Futuros Mentoring Program in partnership with the Hispanic Federation, Inc., and UCF's Latino Graduation Celebration – Nuestra Graduación.

Dr. Muñiz earned a bachelor's degree in Sociology at Binghamton University, a master's degree in Sociology at St. John's University and a Doctoral degree in Educational Leadership at UCF. Her efforts and accomplishments have been recognized by UCF, the Hispanic Chamber of Commerce of Metro Orlando, the Puerto Rican Chamber of Central Florida, La Prensa Newspaper, the Orlando Business Journal, the Women's Executive Council of Orlando, the Council for Latino Workplace Equity and the College Board.



KATHLEEN SEARCH COMMITTEE PLINSKE, ED.D.

Executive Vice President and Provost, Valencia College

Kathleen Plinske serves as Executive Vice President and Provost and as Campus President of the Osceola, Lake Nona, and Poinciana Campuses at

Valencia College in Orlando, Florida. Prior to joining Valencia in 2010, Dr. Plinske began her career at McHenry County College, a community college in her hometown of Crystal Lake, Illinois. She was hired as an Instructional Media Specialist in 2001 and moved into a number of different roles over the next nine years, including Vice President of Institutional Effectiveness, and ultimately, Interim President.

A graduate of the Illinois Mathematics and Science Academy, Dr. Plinske attended Indiana University-Bloomington as a Herman B Wells Scholar, earning a Bachelor of Arts in Spanish and Physics with highest distinction and honors. A member of Phi Beta Kappa, she completed a Master of Arts in Spanish from Roosevelt University, a Doctorate in Educational Technology from Pepperdine University, and a Master of Business Administration from the University of Florida. Dr. Plinske has continued her studies of Spanish language and culture at Instituto Tecnológico y de Estudios Superiores de Monterrey, México, at the Don Quijote Escuela de Español in Granada, España, at Middlebury Language Schools in Middlebury, Vermont, and through her travels to Ecuador, México, Perú, Puerto Rico, and the Dominican Republic.

Actively involved in her community, Dr. Plinske has served as Board Chair of the Education Foundation of Osceola County and as President of the Rotary Club of Lake Nona. She has also served on the Board of CareerSource Central Florida, the Osceola Center for the Arts, Junior Achievement of Osceola County, and the Lake Nona Education Council. She has taught the honors leadership course for Valencia College and graduate courses in educational leadership for the University of Central Florida and Pepperdine University.

In 2010, Dr. Plinske was recognized as one of 24 emerging leaders in the world by Phi Delta Kappa. She was named 2012 Woman of the Year by the Orlando Business Journal in its 40 Under 40 competition and the 2012 Outstanding Young Alumna by Indiana University. She received the 2013 Alumni Distinguished Leadership Award from the Illinois Mathematics and Science Academy, and in 2014, received the Compadre Award from the Hispanic Business Council of the Kissimmee/Osceola Chamber of Commerce and the Don Quijote Hispanic Community Champion Award from the Hispanic Chamber of Commerce of Metro Orlando. Dr. Plinske was selected as an Aspen Presidential Fellow in 2016, was selected as Pepperdine University's Distinguished Alumna in 2017, and has been recognized by the University of Florida as an outstanding young alumna.

Dr. Plinske is happily married to her husband, Larry W. Tyree, who shares her love for golf, the Chicago Cubs, and their dog, Cooper.



JOHN EULIANO

Chair, UCF Foundation Board

SEARCH COMMITTEE

John Euliano has more than 30 years of executive experience in proprietary postsecondary education and as a private investor and entrepreneur. Euliano is currently the chair of the UCF Foundation Board of Directors and a member of the UCF Athletic Director's cabinet.

He has served as senior vice president of Florida Technical College and president of Southern Technical College. As a co-founder in Rainmaker Private Equity, he works with companies in the financial technology, gaming and health care industries. He also sits on several nonprofit and for- profit industry boards.

Euliano has a bachelor's degree in Organizational Management from Warner Southern College and a master's degree and education specialist degree in Computer Technology in Education from Nova Southeastern University.



ANDRE GARCIA, Ph.d. '08

Member, UCF Alumni Board

SEARCH COMMITTEE

Andre Garcia is a Senior Manager of Advanced Programs at Collins Aerospace. Andre is an expert in cockpit design for combat aircraft. He has published

extensively in the areas of multi-modal display interfaces, neurophysiological measures for pilot state monitoring, and attention switching across regions of space. His work current focuses on the research and development required for the combat cockpit of the future for manned, unmanned, and optionally manned aircraft including the Army's Future Vertical Lift and the Air Force and Navy's Next Gen Air Dominance 6th generation fighter concepts.

Dr. Garcia graduated from the University of Central Florida in 2008 with a degree in Psychology and a minor in Behavioral Forensics. After UCF, he went on to get his masters (2010) and doctorate (2014) in Human Factors Engineering from George Mason University. Dr. Garcia then worked at the Army Research Lab's Simulation and Training Technology Center and then as a human factors engineer at Northrop Grumman's Aerospace Systems sector working on a number of combat aircraft systems, including the B-2, Trainer-X, E-2D Hawkeye, and a number of other classified programs. Dr. Garcia is a graduate of UCF's Executive MBA program (2016) and also has a certificate in Aerospace Program Management from CalTech and number of certificates in Systems Engineering, Program Management, and Science and Technology from Defense Acquisition University.

Dr. Garcia has been engaged and involved with UCF for many years. He helped start the Washington, D.C. Alumni Chapter in 2009, and when he moved back helped start the College of Sciences alumni chapter and served as its first chair. Dr. Garcia then served on the Dean's advisory board for the College of Sciences and has been on the board of UCF Alumni since 2016. He was selected as one of UCF's "30 Under 30" in the 2015 inaugural class. Dr. Garcia has recently been involved with the new Puerto Rico Research Hub at UCF and serves as its first board chair.

Dr. Garcia has been married to his wife, Tina, for six years, and they have a one-year old son, William. They live in Lake Nona.



BARBARA M. JENKINS, Ed.d. '83 '86 '96

Superintendent, Orange County Public Schools

Barbara Jenkins has been dedicated to serving the needs of students for 30 years. She was named superintendent for Orange County Public Schools in 2012.

SEARCH COMMITTEE

Under Dr. Jenkins' leadership, the district won the prestigious 2014 Broad Prize for Urban Education. The prize earned half- a-million dollars for student scholarships from the Eli and Edythe Broad Foundation. The district also received the Governor's Sterling Award in 2014 and 2015 and the Sustained Excellence Award in 2017 for its exemplary performance using research-based best practices in its business.

In 2016, OCPS received District Accreditation from AdvancED for its best practices in the education field. OCPS has repeatedly been recognized by the College Board for increasing access to Advanced Placement course work, while simultaneously maintaining or increasing the number of students earning exam scores for college credit.

Dr. Jenkins is a recognized education leader. In January 2017, she received a presidential appointment as a director of the National Board of Education Sciences. She serves on the executive board of directors of the Council of the Great City Schools, Chiefs for Change, The Wall Street Journal CEO Council and the Florida Council of 100. She is past president of the Florida Association of District School Superintendents.

In 2017, she was named the Florida Superintendent of the Year and one of four finalists for the national title. The Association of Latino Administrators and Superintendents named her Hispanic-Serving School District Superintendent of the Year and the Florida Association for Career and Technical Education named her CTE Superintendent of the Year.

Recognized for her commitment and influence, both the Orlando Sentinel and Orlando Magazine have named her as one of the 10 most powerful people in Central Florida on multiple occasions; Orlando Magazine ranked her number one in Education among its 2018 "50 Most Powerful." The Orlando Business Journal honored her as a CEO of the Year in 2015. In 2014, she was named the Visionary Award recipient by the Girl Scouts of Citrus Council and the Central Florida Woman of the Year by the Women's Executive Council.

Deeply engaged in the community, Dr. Jenkins serves on the boards of United Arts of Central Florida, Orlando Economic Partnership, Florida Hospital, Central Florida Regional Commission on Homelessness and the Orange County Youth Mental Health Commission.



DAVID ODAHOWSKI

President and CEO, Edyth Bush Charitable Foundation SEARCH COMMITTEE

David Odahowski is a lawyer, community leader, and private foundation executive.

For nearly four decades, he has been at the intersection of the private,

public, and nonprofit sectors creating innovative civic solutions helping people help themselves. As President, Chief Executive Officer, and Board Member of the Edyth Bush Charitable Foundation, he is a champion for philanthropic freedom and the importance of well managed and governed nonprofits.

Odahowski has demonstrated leadership in various professional and community organizations. He is currently a Community Development Partner and Board Member of the Florida Chamber Foundation. At the Florida Chamber Foundation, he has been actively involved in the research, development, and implementation of Florida 2030, Florida's strategic plan for high-paying jobs, vibrant communities, and global competitiveness. He is also an Advisor to the Edyth Bush Institute for Philanthropy and Nonprofit Leadership at the Rollins College, Roy E. Crummer Graduate School of Business.

Odahowski is a Founder and Former Board Chair of the Florida Philanthropic Network, the state's regional association of grantmakers. He has had leadership, governance, or advisory roles in many nonprofit organizations including Nemours Children's Hospital, Florida's Blood Center, United Arts of Central Florida, Central Florida Foundation, and the Southeast Council on Foundations. He is a frequent speaker and writer on philanthropic issues. He has completed the Management Certificate Program at the Rollins College Crummer Graduate School of Business.

Odahowski graduated with Honors from the University of Wisconsin-Stevens Point in 1978 with a Bachelor of Science degree in political science. Upon his graduation, he received the James H. Albertson Award, the University's highest honor for recognition of outstanding leadership, scholarship, and campus citizenship to the University.

In 1981, Odahowski graduated from the Hamline University School of Law in St. Paul, Minnesota. While at the Law School, he served as Editor-in-Chief of the Hamline Journal of Public Law, and as a law clerk for the Minnesota Workers Compensation Court of Appeals and the Minnesota Senate Labor Committee. Two weeks before he graduated from law school, he became the Executive Director for the Wasie Family Office and The Wasie Foundation. He served on the boards of various nonprofits and was active in the Minnesota Council on Foundations.

A Floridan since 1990, Odahowski is married with three adult children and an adorable grandson. He enjoys all of the outdoor activities afforded by Florida's beautiful climate, including cycling, hiking, tennis, and art festivals.





SECTION 3

SEARCH TIMELINE AND PROCESS

UNIVERSITY OF CENTRAL FLORIDA

PRESIDENTIAL SEARCH TIMELINE

October 21, 2019	A Request for Quotation (RFQ) for a search consultant went out.
October 23, 2019	The Presidential Search Committee was announced.
November 5, 2019	 The Presidential Search Committee met to: Introduce committee members Charge the committee Provide EEO and legal training Discuss campus and community involvement in the search Receive search firm presentations and select Storbeck/Pimentel & Associates
November 20, 2019	 The Presidential Search Committee met to: Receive a search process update from Storbeck/Pimentel & Associates Receive a summary of listening sessions Provide input on presidential qualities and characteristics Discuss marketing plan and advertisement
November 20, 2019	 Listening sessions: UCF Board of Trustees Student Leaders Open Forum (College of Medicine)
November 21, 2019	Listening sessions: • Faculty Senate • USPS Staff Council • Open Forums (main campus)
December 4, 2019	Foundation Executive CommitteeChair Seay provided a search update
December 9, 2019	Business Leaders Listening Session
December 9, 2019	Arts & Culture and Non-Profit Organizations Listening Session
December 9, 2019	UCF Volunteer Leaders Listening Session
December 9, 2019	UCF Downtown Open Forum

SEARCH TIMELINE AND PROCESS

December 9, 2019	 The Presidential Search Committee met to: Receive a summary of listening sessions to date. Review and approve a marketing plan Review and approve the advertisement. Discuss next steps
January 15, 2020	President's Senior Cabinet Listening Session
January 15, 2020	Dean's Council Listening Session
January 15, 2020	President's Advisory Staff Listening Session
January 15, 2020	Faculty Focus Group
January 15, 2020	Main Campus Open Forum
January 15, 2020	UCF Downtown Open Forum
January 15, 2020	Rosen College of Hospitality Management Open Forum
January 16, 2020	The Presidential Search Committee met to receive a summary of listening sessions, and receive a marketing plan update, a prospectus update, and timeline update.
January 17, 2020	UCF Board of Trustees TeleconferenceChair Seay provided a search update
February 6, 2020	UCF Foundation Board MeetingChair Seay provided a presidential search update to the Foundation Board of Directors.
February 12, 2020	The Presidential Search Committee met to receive the Presidential Executive Compensation Analysis, review Presidential Candidate Evaluation Criteria, and review Online Survey Feedback
February 20, 2020	UCF BOT approved the Presidential Evaluation Criteria and compensation analysis
March 3, 2020	The Presidential Search Committee met to review candidate materials submitted for consideration. The Presidential Search Committee identified and selected seven candidates to schedule for initial interviews.
March 5, 2020	The Presidential Search Committee interviewed seven semi-finalists, and, after a public comment session, recommended three (3) unranked applicants for the Board of Trustees' consideration: Cato Laurencin, David Brenner and Vistasp Karbhari.

SEARCH TIMELINE AND PROCESS

March 9, 2020	Vistasp Karbhari withdrew his application.
March 9, 2020	Background checks were initiated for Cato Laurencin and David Brenner on March 9*.
March 16, 2020	The Presidential Search Committee met to receive an update and to consider new candidates, reconsider candidates who were interviewed by the committee, but not advanced to the campus interview phase or, reconsider those who were reviewed but were not invited to interview on March 5th.
March 16, 2020	Background check for Alex Cartwright was initiated on March 16*.
March 18, 2020	The Presidential Search Committee met to consider the application of Alexander N. Cartwright, Ph.D., conduct an interview of the applicant, and to vote to forward his name to the UCF Board of Trustees as a finalist.
March 18, 2020	David Brenner withdrew his application.
March 19, 2020	Finalists Cato T. Laurencin, M.D., Ph.D. and Alexander N. Cartwright, Ph.D. held virtual open forums with UCF faculty, students, staff and cabinet.
	The UCF Board of Trustees held their formal interviews with Cato T. Laurencin, M.D., Ph.D. and Alexander N. Cartwright, Ph.D.
March 20, 2020	The UCF Board of Trustees heard the results of the reference checks and background investigations of Cato T. Laurencin, M.D., Ph.D. and Alexander N. Cartwright, Ph.D.
	The UCF Board of Trustees reviewed the results of campus and community surveys, held a discussion, and voted to select Dr. Alexander Cartwright to be the President-elect.
March 23, 2020	The UCF Board of Trustees submitted required materials to the Florida Board of Governors related to confirmation of the President-elect.
March 25, 2020	The President-elect will appear before the Florida Board of Governors by teleconference for interview and consideration for confirmation as the 6th President of the University of Central Florida.

* Storbeck/Pimentel & Associates conducted extensive background investigations on final candidates, including: Federal and local/various state and county criminal checks (7 years); Federal and local/various state and county civil litigation history (7 years); credit history and department of motor vehicle checks; social security number trace; national criminal search; global risk report check; multi-state sex offender search; and degree verification (all degrees). Storbeck/Pimentel & Associates also conducted media reviews to identify potential controversial areas of concern, and obtained various signed authorizations regarding the accuracy of the candidates' CV/resume and any other information provided to Storbeck/Pimentel & Associates, on behalf of the client.



SECTION 4

PRESIDENTIAL CANDIDATE EVALUATION CRITERIA



Presidential Candidate Evaluation Criteria

The next UCF president will be passionate about the university's mission and students it serves and will create a bold and compelling vision for the future that will excite the campus community, motivate donors, secure the support of the Legislature, and inspire faculty and staff. The successful candidate will be a tireless advocate for the university and possess exceptional interpersonal skills including the ability to communicate effectively to a wide variety of constituents. In addition, the successful candidate will exhibit the following:

Behavioral Traits

- A high level of integrity
 - Possess a track record showing a high degree of personal and professional integrity, ethics and honesty; the intellectual, analytical and interpersonal qualities that will foster respect among the university's myriad constituencies.
- Commitment to inclusion and diversity
 - Demonstrate a strong commitment to diversity, equity and inclusive excellence. A track record of creating a culture where the entire campus community collectively understands and embraces their roles in contributing to the success of diverse student, faculty and staff populations.
- A commitment to student success in all areas of the collegiate experience
 - Knowledge of student performance metrics coupled with experience implementing strategies for enhancing student achievement across all academic levels; a commitment to employing innovative and forward-thinking initiatives and programs for improving academic engagement, promoting a student-centric environment and creating a supportive environment for first-generation college students.
- A willingness to make strategic choices, timely decisions, and responsive actions
 - Possess a collaborative and transparent leadership style and a track record of making decisions in an effective and timely manner.
- Desire and ability to include access and inclusion
 - A demonstrated commitment to ensuring the accessibility of the university to the local community, the region and the citizens of the state of Florida.
- Appreciation for the significant role of intercollegiate athletics in the life of the university

 Have an appreciation for and ability to leverage the university's athletics program
 - to strengthen UCF's identity as a national competitor and community partner.



Personality Traits

- A sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research
 - Possess a strong commitment to academic excellence in undergraduate, graduate and professional education, research and scholarship, and the ability to inspire confidence and encourage achievement among students and faculty.
- A respect and concern for students
 - Possess a genuine passion for student success; a knowledge, understanding and appreciation for the diversity of students served by UCF, including the nontraditional student; demonstrated interpersonal skills and a history of interacting with students coupled with the ability to enhance the student experience inside and outside of the classroom.
- An understanding and respect for the roles and responsibilities of the faculty
 - Demonstrated understanding and evidence of respect for the roles and responsibilities of faculty in a multi-faceted university. An appreciation for the principles of shared governance, the faculty's contributions toward teaching, research and student success, and a record of success working in partnership with faculty.
- Tolerant of risk and encourages creativity and innovation
 - Have a proven record of strategic risk taking; the ability to foster an environment that embraces a shared culture of innovation and entrepreneurship.
- Courageous decision maker, who embraces the responsibility to make tough calls
 - Possess the courage and fortitude to make difficult decisions and a history of leading an organization through transition and times of change.
- Resilient, able to learn from failures and move constantly forward
 - Have a history of progressive management experience in complex organizations that demonstrates the candidate's intellectual curiosity, compassion and resilience. The ability to showcase and leverage the university's existing strengths and identify new opportunities for success.

Organization and Context

- Anticipatory thinker
 - Possess knowledge and awareness of current and future trends impacting higher education and experience leading and managing an organization in navigating a shifting landscape.
- A strong personal and professional academic background
 - Possess a distinguished record of executive-level accomplishments, preferably in higher education, and an understanding of and a strong commitment to excellence in teaching, scholarship and research.

- A demonstrated record of building, nurturing, and working with a high-caliber leadership team
 - Have a track record of building and nurturing strong and effective leadership teams; the ability to lead a high-performing team committed to the further growth of a complex organization over a sustained period. Demonstrate a collaborative and inclusive leadership style and the ability to serve as an effective delegator and developer of talent; a demonstrated interested in investing in the professional development of faculty and staff at all levels.
- A demonstrated record of partnership and spirit of entrepreneurship
 - A history of success developing relationships and strategic partnerships with a wide range of entities including community organizations, local industry leaders, state government officials, key university stakeholders and other educational institutions (K-12, community colleges, universities and colleges).
- The ability to acquire resources from a variety of sources, including fundraising
 - Possess the ability to thoughtfully manage and grow resources in times of financial constraint; experience in identifying and developing new revenue streams from public, private and governmental sources through a variety of strategies. Demonstrated experience developing relationships with alumni, foundations, corporations and individual donors. A history of success in securing major and planned gifts for the purpose of financially supporting the university in its endeavors.
- The ability to work with a variety of governmental agencies
 - Have a track record of building and fostering close relationships with local government officials, corporations, nonprofits, foundations and cultural organizations.
- A keen understanding of the unique mission and the ability to lead a multisite metropolitan research university
 - Possess experience leading a large, complex organization and the ability to understand the university's unique history, assets and mission; the ability to translate these into effective strategies and measurable outcomes on behalf of the university.
- Effective facilitator in cultures where governance is shared and buy-in is critical
 - Possess a leadership style that emphasizes transparency and encourages openness in dealings with others and acceptance of diverging perspectives; exhibits a consultative decision-making style to foster collaboration and inclusion amongst all constituents and stakeholders that emphasizes openness, fairness and strategic decision-making.

Approved by the UCF Board of Trustees on February 20, 2020.

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SECTION 5

PRESIDENTIAL POSITION DESCRIPTION



Presidential Search

The University of Central Florida's Board of Trustees seeks nominations and applications for the position of president. The next president will be an inspirational and forward-thinking leader who embraces UCF's mission and values and is passionate about leading a young, ambitious and emerging preeminent research university. As president, the successful candidate will serve as UCF's most ardent champion, ensuring that the university addresses Florida's needs today and creates the opportunities of tomorrow.

The University

Founded in 1963 to provide talent for Central Florida and the growing U.S. space program, the University of Central Florida has been making an impact on the state, the nation — and outer space — ever since. UCF is ranked by *U.S. News & World Report* as Florida's most innovative university and one of the nation's top 20 most innovative. Located in Orlando and securing \$192 million in research funding in fiscal year 2019, UCF is a major metropolitan research university in one of the country's fastest-growing regions and holds the Carnegie Foundation's highest designation in two categories: community engagement and very high research activity. Furthermore, as a testament to its commitment to diversity and serving diverse populations, UCF is also one of 14 universities nationwide designated as both a Hispanic Serving Institution and R1 university. As an emerging preeminent research university, UCF promotes economic development in the region by aiding in the transfer of technology and other discoveries between the university and industry to create next-generation ideas and products. From nanoscience and optics to simulation and forensic science, UCF researchers work together to have real-world impact, improving students' lives and their community.

UCF is also ranked as a best-value university by Kiplinger, as well as one of the nation's most affordable colleges by Forbes. With 13 colleges, including a College of Medicine, UCF offers more than 220 degree programs on its main campus, downtown campus, hospitality campus, health sciences campus and through 11 UCF Connect centers located throughout the region. In addition, UCF extends its reach to communities in and beyond Central Florida by offering fully online programs leading to bachelor's degrees, master's degrees, doctoral degrees, certificates and more. UCF confers more than 16,000 degrees each year and benefits from a diverse faculty and staff who create a welcoming environment and are dedicated to creating opportunities for its diverse student body of approximately 69,500 — more than 47 percent of whom are members of underrepresented minority groups — to grow, learn and succeed. UCF offers a vibrant residential life program and campus community with an array of student services, more than 650 student clubs and organizations, plus dedicated academic resources to help students succeed in school and as alumni. Home to a 45,000-seat football stadium and 10,000-seat arena, UCF hosts a variety of concerts and shows, NCAA sports and cultural events.

UCF not only excels academically and in its research endeavors, Knights athletic teams have earned impressive victories on state and national stages — from American Athletic Conference titles to two New Year's Six bowl wins. More importantly, UCF student-athletes have collectively earned a GPA of 3.0 or higher for 24 straight semesters.

Equally impressive, UCF has built and enjoys a strong foundation of support among alumni, friends and corporate partners and in 2019 completed a multi-year fundraising effort called IGNITE: The Campaign for UCF. Directed by three key pillars — student success, academic excellence, and growth and opportunity — the university raised more than \$531 million over eight years. For more information about UCF, please visit ucf.edu.

Position Summary

In accelerating the university's trajectory of academic and research excellence, student success, diversity and inclusion, and partnerships and innovation, UCF's next president will be responsible for:

1

- Providing strategic vision and long-range planning of institutional goals, academics and research, public service, student success and enrollment, and the university's physical and digital footprint.
- Leading the university in further enhancing a learning environment focused on providing a highquality educational experience for all students and supporting them in achieving their academic, career and life goals.
- Leading UCF's efforts in upholding its commitment to the values of equity, inclusion and diversity, and championing their critical role in fostering an environment that ensures the continued success of its students, faculty and staff.
- Bolstering the university's work in addressing issues of access and inclusion; leveraging UCF's
 existing infrastructure and guiding future growth to build upon the strength of the university's
 innovative DirectConnect to UCF and online programs.
- Fostering strong relationships and good governance with the university Board of Trustees, Florida Board of Governors and state Legislature to develop and meet institutional goals and statewide needs.
- Leading by example to demonstrate an unwavering commitment to the highest standards of excellence and ethical behavior that fosters a culture of compliance and transparency.
- Overseeing more than 13,000 employees and creating a strategic organizational, administrative and policy-making structure that most effectively uses institutional resources, and attracts and cultivates exceptional and diverse faculty, students and staff whose collective contributions will continue to strengthen the university.
- Managing a \$1.7 billion operating budget and an allocation model that is strategic, collaborative and transparent while developing innovative academic and operational models to expand resources and invest in institutional excellence.
- Creating partnerships at every level that deploy the university's distinctive assets and amplify its academic, economic, social, and cultural impact and reputation.

Leadership Statement

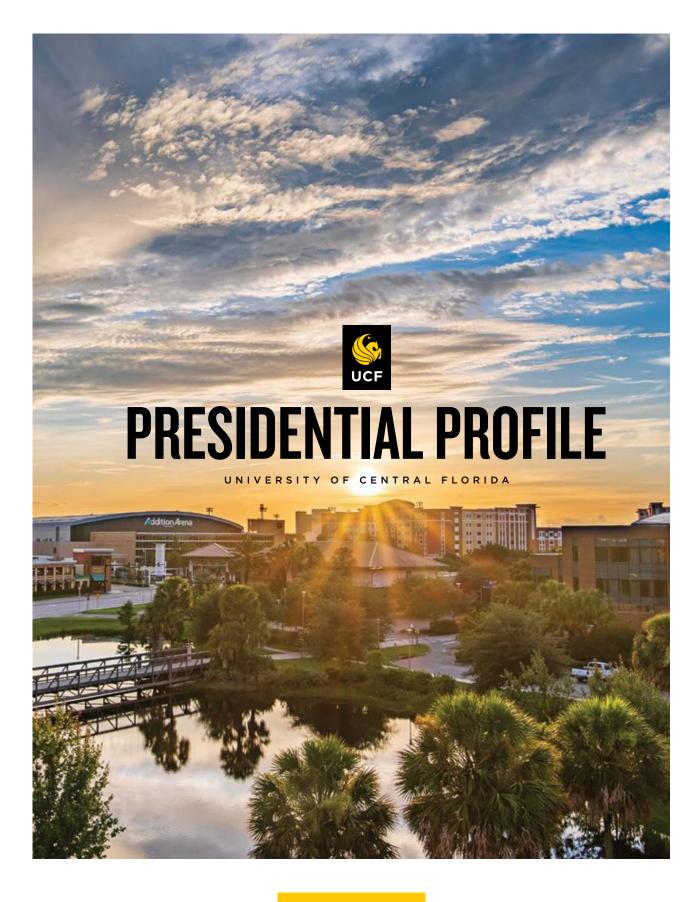
Developed by the Board of Trustees, the following are expected demonstrated characteristics of UCF's next president:

- A high level of integrity.
- Anticipatory thinker.
- A strong personal and professional academic background.
- A sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research.
- A respect and concern for students.
- Commitment to inclusion and diversity.
- A commitment to student success in all areas of the collegiate experience.
- An understanding and respect for the roles and responsibilities of the faculty.
- A demonstrated record of building, nurturing, and working with a high-caliber leadership team.
- A demonstrated record of partnership and spirit of entrepreneurship.
- Tolerant of risk and encourages creativity and innovation.
- A willingness to make strategic choices, timely decisions, and responsive actions.
- Courageous decision maker, who embraces the responsibility to make tough calls.
- The ability to acquire resources from a variety of sources, including fundraising.
- The ability to work with a variety of governmental agencies.
- A keen understanding of the unique mission and the ability to lead a multisite metropolitan research university.
- Desire and ability to include access and inclusion.
- Appreciation for the significant role of intercollegiate athletics in the life of the university.
- Effective facilitator in cultures where governance is shared and buy-in is critical.
- Resilient, able to learn from failures and move constantly forward.



SECTION 6

PRESIDENTIAL SEARCH PROSPECTUS



ABOUT UCF

FOUNDED IN 1963,

the University of Central Florida is one of the best universities for excellence, access, impact and value. It's one of the reasons U.S. News & World Report ranks UCF as Florida's most innovative university – and one of the <u>nation's top 20 most innovative</u>. UCF is also ranked as a best-value university by Kiplinger, as well as one of the nation's most affordable colleges by Forbes.

A major metropolitan research university in one of the country's fastest-growing regions, UCF holds the Carnegie Foundation's highest designation in two categories: community engagement and very high research activity. Its deep community and industry partnerships ensure UCF isn't just meeting Florida's needs today but helping to fuel future prosperity and discovery.

The university confers more than 16,000 degrees each year and benefits from a diverse faculty and staff who create a welcoming environment and opportunities for approximately 69,500 students to grow, learn and succeed.

With 13 colleges, including an accredited College of Medicine, UCF offers more than 220 degree programs from its main campus, downtown campus, hospitality campus, health sciences campus, and through 11 UCF Connect centers located throughout the region. <u>UCF's fully online programs</u> include online bachelor's degrees, online master's degrees, online PhDs, online certificates and more.



UCF is driven to do more and be more. We believe success can only happen when we expand opportunity and demand excellence. We believe if there's a better way, we should do it. We believe innovation comes from the meeting of diverse viewpoints. And we believe in helping people unleash their full potential to transform their lives and amplify our impact across the state, nation and globe.



COLLECTIVE IMPACT Strategic Plan

"Who does UCF aspire to be?" In 2016, a diverse group of local business leaders, public officials, educators and alumni, as well as UCF faculty, staff and students, worked together to answer this question. The answer became the foundation of our <u>Collective Impact Strategic Plan</u>: UCF is a model for higher education in the 21st century, poised to make a better future for our students and society.

Through our strategic plan, we are transforming the way we teach, learn and engage. We are challenging long-held assumptions about the role and scope of higher education. We are multiplying the power of our scale by our constant pursuit of excellence to change the world. And we are setting big goals — and working together — to achieve our collective impact.

UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE

ABOUT UCF | History

ince the signing of the legislative bill that established <u>a university in</u> <u>Central Florida</u> to being one of the largest universities in the United States, UCF has become a partnership university with groundbreaking research, innovative education and academic excellence.

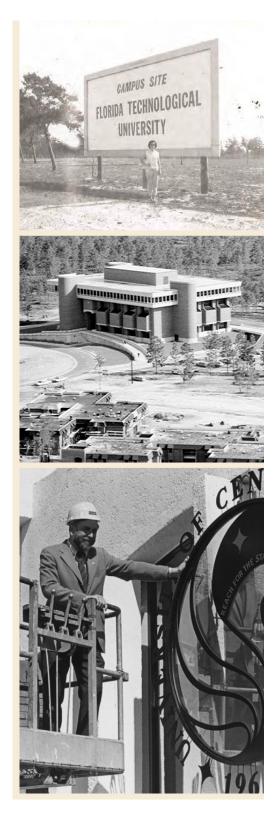
- 1968 The first classes are held at Florida Technological University with 1,948 students enrolled, 90 instructors and 150 staff members. Fifty-five degree programs are offered.
- 1977 The Division of Student Affairs saw a need to recruit, retain and support minority students at FTU — and established the Office of Minority Student Services.
- 1978 Central Florida Research Park is established next to the university's main campus. Today it is home to more than 120 companies and is the hub of the nation's military simulation and training programs.

FTU changes its name to University of Central Florida.

- **1980** UCF awards its first doctorate in computer science.
- 1993 The <u>National Center for Simulation</u> forms with headquarters in Central Florida Research Park.
- 2004 The Rosen College of Hospitality Management opens its doors in the heart of Orlando's tourism district on International Drive.
- 2005 FIEA (the Florida Interactive Entertainment Academy) holds its first classes at UCF's Center for Emerging Media in downtown Orlando.
- 2006 DirectConnect to UCF launches. It has become a national model of guaranteed admission to a four-year university after earning an associate degree from a partner college. In May 2019, UCF awarded its 50,000th degree as a result of the program.

The College of Medicine is established, part of the UCF Health Sciences Campus at Lake Nona.

- 2013 UCF joins the American Athletic Conference.
- 2019 UCF Downtown opens for classes. The innovative, urban campus serves more than 7,000 students in partnership with Valencia College.
- 2020 UCF Lake Nona Medical Center, a partnership hospital between HCA Healthcare's North Florida Division and UCF Academic Health, will open.





ABOUT UCF | What We Do

ACCESS AND Student success

We attract and cultivate exceptional students and are committed to seeing them succeed in the classroom and after graduation. Our innovative approach to higher education improves social mobility and helps students of all socioeconomic backgrounds earn a degree.

EXCELLENCE

Our constant pursuit of excellence manifests in <u>record SAT</u> <u>scores and GPAs for incoming freshman classes</u>, record numbers of international scholars, nationally ranked academic programs, and cutting-edge research.

EQUITY, INCLUSION AND DIVERSITY

Our vision is to position UCF as a center of excellence that is nationally recognized as a <u>higher education model for our</u> <u>diversity, inclusion and equity practices</u>, policies and culture.

PARTNERSHIPS

By creating partnerships at every level that amplify our academic, economic, social and cultural impact and reputation, we create common goals and common ground both locally and globally.

COMMUNITY IMPACT

UCF transforms lives by leveraging our scale and pursuit of excellence to create greater cultural, economic, environmental and social impact for our students, community, region and beyond.

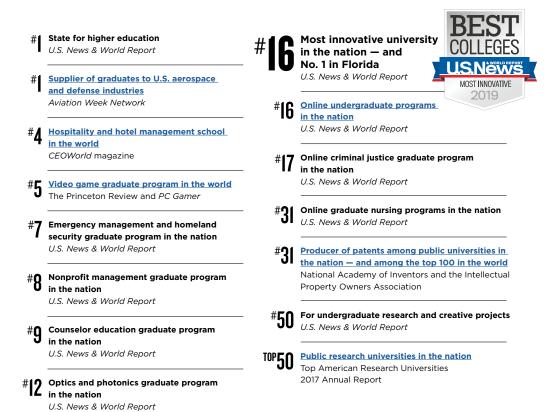
INNOVATION

Our success is no secret; we are driving innovative academic, operational and financial models that are transforming higher education.





ABOUT UCF | Rankings

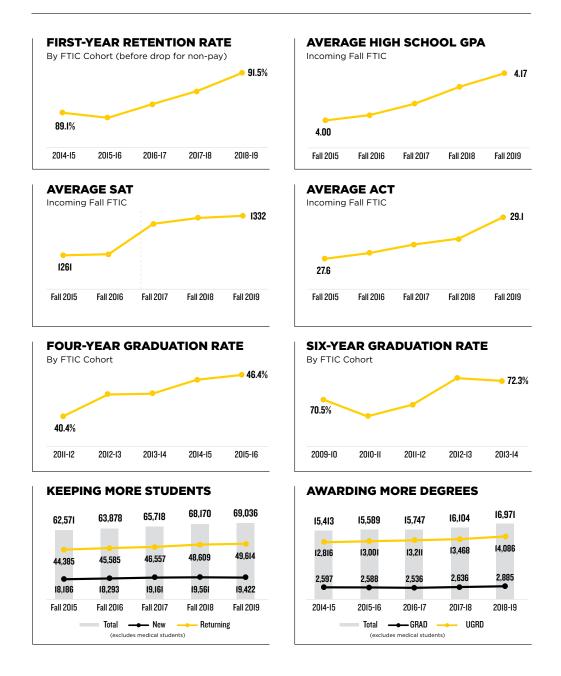




ABOUT UCF | Student Success

PURSUIT OF EXCELLENCE

Over the past five years, UCF has continued to pursue excellence in all areas of student success. Our excellence comes from admitting high-quality students and keeping them on track to graduation.



UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE

ABOUT UCF | Fast Facts

DESIGNATIONS

Research University

- Very High Research Activity Carnegie Foundation for the Advancement of Teaching

Community Engagement

Carnegie Foundation for the Advancement of Teaching

National Center of Academic Excellence in Cyberdefense

National Security Agency and Department of Homeland Security



FALL 2019 ENROLLMENT

TOTAL
Undergraduate 59,483
Freshman (New Admit)
Transfer (New Admit)
Graduate
Medical Professional489
UCF Online
Undergraduate
Graduate

340 National Merit Scholars enrolled (Benacquisto Scholars)

106 National Hispanic Scholars enrolled

FALL 2019 FRESHMAN PROFILE

Average SAT Score	1332
Average ACT Score	. 29.1
Average High School GPA (Weighted)	. 4.17

Degree Programs

Bachelor's)
Master's	1
Research Doctoral	
Professional Doctoral	6
Specialist	,

303,718 Living alumni

DEGREES CONFERRED*

TOTAL	. 346,710
Bachelor's	.285,005
Master's	55,219
Doctoral	5,188
Specialist/professional	1,298
*As of August 2019	

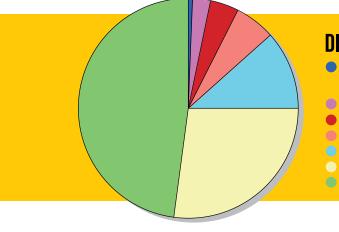
RESEARCH FUNDING

2018-19	\$192 million
Endowment Assets	
June 30, 2019	\$164.7 million
Operating Budget	
2018-19	\$1.8 billion

EMPLOYEES

0010 10

TOTAL	. 13,647
Faculty and Adjuncts	2,619
Staff Members	11,028



DIVERSE STUDENT POPULATION

- 0.15% American Indian/Alaska Native 0.15% Native Hawaiian/Other Pacific Islander
- 0.97% Not Specified
- 3.68% Multiracial
- 4.43% International 6.38% Asian
- 10.72% Black/African American
 - 26.74% Hispanic/Latino
- 46.78% White



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UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



MODELING AND SIMULATION

Located adjacent to UCF, Central Florida Research Park is recognized as one of the top 10 research parks in the world. This 1,027-acre corporate community provides an environment for industry and the university to share training facilities, pursue cooperative research, transfer existing technology to the marketplace, and provide internship and career opportunities for UCF students. As the world's largest cluster of modeling, simulation and training companies, Research Park is home to the National Center for Simulation and Training as well as the nation's Army, Air Force, Navy and Marines simulation operations, which garner nearly \$4 billion in government contracts every year.

\$11.6 BILLION Statewide sales activity

\$6 BILLION Amount Research Park's

organizations and businesses generate for the state's GDP

60,000 People employed in

the park affiliated with the military

150

Companies housed in the park, ranging from heavy hitters such as Boeing, Leidos, Lockheed and Raytheon to start-ups

ALUMNI SPOTLIGHT:

Self-driving cars have become the next major frontier in transportation. At the forefront of this movement is Luminar, a 7-year-old company co-founded by Jason Eichenholz '95MS '98PhD. The company, which is based in Silicon Valley and Central Florida Research Park, has developed more efficient and affordable methods for creating the technology behind these vehicles - earning partnerships with Audi. Toyota, Volvo and more than



a dozen other autonomous vehicle programs. Among its crowning achievement is its development of a new lidar sensor that can see almost 10 times farther than other sensors and sells for as little as \$500, compared with \$75,000 for the current industry leader.

ACADEMICS

A sone of the most innovative universities in the country, we take a different approach to teaching and learning. We look to increase accessibility, offer more options and have a greater impact — so our students are prepared for meaningful lives and careers and to make an impact in their communities and around the world.

4.17 Average high school GPA of incoming firstyear students

91.5% First-year retention rate

UNLIMITED POSSIBILITIES



ACADEMICS | Colleges

COLLEGES

The College of Arts and Humanities enrolls more than 6,000 students and offers 35 undergraduate and graduate degree programs. Its undergraduate and graduate video game design programs rank among the top 15 in the world, according to The Princeton Review and *PC Gamer* magazine. It also hosts <u>UCF Celebrates the Arts</u>, one of the university's largest annual events, in which students and faculty showcase their work at the Dr. Phillips Center for the Performing Arts in downtown Orlando.

The Burnett Honors College enrolls more than 2,200 of the university's highest-achieving undergraduate students, offering everything from undergraduate research opportunities to approximately 200 honors-level general education courses every year. As part of the college, the <u>Office of Prestigious Awards</u> works closely with students from across campus to prepare and apply for major scholarships. Recent students include Astronaut, Boren, Goldwater, Fulbright, National Science Foundation, Pickering and Udall scholars. **The College of Business** enrolls more than 8,900 students and offers 15 undergraduate and graduate degree programs, all of which are accredited by AACSB International. It houses the Kenneth G. Dixon School of Accounting and <u>the DeVos Sport Business Management</u> <u>program</u>, which has been named one of the top five programs in the nation by *The Wall Street Journal*, *The New York Times, ESPN the Magazine* and *Forbes*.

The College of Community Innovation and

Education enrolls more than 8,800 students and offers 54 undergraduate and graduate degree programs. Three of the college's graduate programs – Emergency and Crisis Management, Nonprofit Management and Counselor Education – rank in the top 10 in the nation, according to *U.S. News & World Report.* It is also home to the Lockheed Martin/UCF Academy, which is a partnership that aims to improve STEM education by offering scholarships to local public elementary and middle school teachers pursuing graduate degrees.



UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



ACADEMICS | Colleges

The College of Engineering and Computer

Science enrolls more than 12,000 students and offers 36 undergraduate and graduate degrees. The college ranks among the top 50 public graduate engineering colleges in the nation and its undergraduate engineering programs rank in the top 100, according to *U.S. News & World Report*. It benefits from major industry partnerships, including with L3Harris Technologies, Lockheed Martin and Siemens, and is home to national championship cyberdefense and computer programming teams.

The College of Graduate Studies enrolls nearly 150 students and offers five graduate degree programs, including master's and doctoral degrees in modeling and simulation.

The College of Health Professions and Sciences enrolls more than 7,000 students and offers 10 undergraduate and graduate degree programs. It is home to the Exercise Physiology doctoral program, which was ranked No. 6 in the nation by the National Academy of Kinesiology, and the largest clinical graduate education program for speech-language pathology in the nation. **The College of Medicine** enrolls more than 3,800 students and offers seven undergraduate and graduate degree programs. A research-based medical school, it offers joint M.D. degree programs, where students can earn a Ph.D. in Biomedical Sciences, an M.S. in Hospitality, an MBA, or an M.S. in Biomedical Engineering in addition to an M.D. In 2019, graduates of the medical program matched with residencies across the region, state and nation at a rate of 99 percent – higher than the national average of 93.9 percent.

The College of Nursing enrolls more than 3,000 students and offers four undergraduate and graduate degree programs. Fully accredited by the Commission on Collegiate Nursing Education, UCF's nursing programs have ranked in the top 50 for best online programs and top 75 best nursing schools for both master's and doctoral programs, according to *U.S. News & World Report*. It is also home to the first healthcare simulation graduate program, and boasts six certified healthcare simulation educators.



UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



ACADEMICS | Colleges

The College of Optics and Photonics is one of the world's foremost institutions for research and education in optical and photonic science and engineering. Offering one undergraduate and two graduate degree programs and enrolling more than 250 students, it was the first graduate college in optics and photonics and <u>ranks No. 12 in the nation, according to U.S. News & World Report.</u>

The Rosen College of Hospitality Management is strategically located near the heart of one of the world's largest and most popular tourism destinations. Offering seven undergraduate and graduate degree programs and enrolling more than 3,000 students, it ranks among the top five best colleges for hospitality and tourism in the world, according to both <u>CEOWorld magazine</u> and <u>ShanghaiRankings</u>. **The College of Sciences** enrolls more than 12,000 students and offers 45 undergraduate and graduate degree programs. It is home to the <u>National Center for Forensic</u> <u>Science</u> as well as the <u>Lou Frey Institute</u>, a nonpartisan foundation that engages in civic education for college and high school students, members of the Central Florida community and the general public.

The College of Undergraduate Studies enrolls more than 1,600 students and offers three undergraduate degrees. It administers the National Science Foundationfunded <u>EXCEL program</u> to increase success in the freshman and sophomore science and mathematics courses as well as facilitate experiential learning, undergraduate research and advising.





UCF Online

UCF offers more than <u>90 fully online</u> <u>undergraduate, graduate and certificate programs</u>, which are ranked among the top 20 in the nation, according to *U.S. News & World Report*.



Disney Aspire

Disney employees nationwide can enroll in <u>more</u> than 70 programs at UCF through the Disney Aspire education investment program, which offers 100 percent free tuition to eligible employees.

UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



AREAS OF EXCELLENCE

HEALTHCARE

Fast becoming a leader in healthcare education, UCF brings together physicians, nurses, researchers and other health professionals through the Academic Health Sciences Center, UCF researchers are on the vanguard of cancer biology related to metastatic forms of breast cancer and prostate cancer, as well as rapidly progressing types of pancreatic, lung, ovarian and head and neck cancers. The Aphasia House, based at UCF, is the only intensive program of its kind in Central Florida and offers speechlanguage therapy for individuals experiencing loss of speech due to a neurologic injury. And the College of Nursing's state-of-the-art simulation facilities prepare nurse leaders to meet the world's ever-changing healthcare needs.

Ist

Medical school in U.S. to provide full scholarships to an entire class

99%

Match rate of medical school students in 2019 compared to 93.9 percent nationally

2020 Year UCF Lake Nona Medical Center set to open

175,000 SQ FT

Research and clinical space comprising the new UCF Lake Nona Cancer Center set to open in 2021

FACULTY SPOTLIGHT:

As head of the cancer research division, UCF Professor **Annette Khaled** is working to find a treatment for metastatic breast cancer thanks to grants from the National Institutes of Health and the Breast Cancer Research Foundation. As a result of her research, she holds a patent for a cancer-killing agent that can be used to defeat cancer cells, bacterial cells and other microbial cells. She



is currently working with "liquid biopsies," which can analyze cancer cells in patients' blood to help identify those whose tumors would most benefit from therapy.

ACADEMICS | Research

RESEARCH

UCF researchers drive intellectual capital and innovation to solve today's most pressing problems. As an emerging preeminent university, we promote economic development in the region by aiding in the transfer of technology and other discoveries between university and industry to create next-generation ideas and products. From nanoscience to optics, from simulation to forensic science, UCF researchers work together to have real-world impact, improving the lives of our students and community.

TOP 50

Public research university in the nation Top American Research Universities Annual Report **#3** For patents issued by public universities in the nation – and among the top 100 in the world

\$192 MILLION Research funding in fiscal year 2019

Licenses and options executed (2019-20)

27



CREATE at UCF

The Center for Research and Education in Arts, Technology and Entertainment conducts multidisciplinary projects and research-driven initiatives in support of the Central Florida community.

FSEC Energy Research Center

Also known as the Florida Solar Energy Center, the FSEC Energy Research Center researches and develops energy technologies that enhance Florida's and the nation's economy and environment.

Institute for Simulation and Training

Located in Central Florida Research Park, the Institute for Simulation and Training is an internationally recognized research institute that focuses on advancing human-centered modeling and simulation technology and increasing our understanding of simulation's role in training and education.

Nanoscience Technology Center

Bringing together biologists, chemists, engineers and physicists, the Nanoscience Technology Center is a cuttingedge research program in materials and nanotechnology that provides high-quality training for students and facilitates the advancement of innovations to solve realworld technology challenges.

National Center for Integrated Coastal Research

The National Center for Integrated Coastal Research (UCF Coastal) is an interdisciplinary team of researchers and scientists committed to increasing the resiliency and sustainability of coastal communities.

National Center of Academic Excellence in Cyberdefense

The U.S. Department of Homeland Security and National Security Agency have designated UCF a National Center of Academic Excellence in Cyberdefense Education and Research, respectively. The honor recognizes the strength of the university's cyberdefense programs, curriculum, faculty and students.

Townes Laser Institute

Dedicated in honor of Charles Townes, 1964 Nobel Laureate in Physics and the inventor of the concept of the laser, the Townes Laser Institute is funded by the State of Florida to develop laser light engines for applications in medicine, advanced manufacturing and defense applications.

AREAS OF EXCELLENCE

ucf.edu/aerospace

AEROSPACE AND DEFENSE

Nearby industry giants and the military make it easy for UCF researchers and students to work side-by-side with leading experts on projects in the sciences, engineering, photonics and optics, and modeling and simulation. These strong partnerships combined with strong academic programs — is one of the reasons UCF received \$34.1 million from the Department of Defense in 2018, for research projects ranging from making faster computers to developing more sophisticated security scanners. And by providing the necessary talent and brainpower to fuel industry partners such as Lockheed Martin, Siemens and NASA, UCF is fulfilling a demand for critical, high-value jobs across the state.

#

Supplier of talent to the aerospace and defense industries for the fifth year in a row *Aviation Week Network*

#

Hack@UCF's ranking in the National Collegiate Cyber Defense Competition in 2014, 2015 and 2016

| #7

Homeland security and emergency management graduate program in the nation

U.S. News & World Report

30+

Years of partnerships with Siemens, resulting in the <u>Siemens Energy Center</u>, which provides mentorship opportunities for students and access to the lab for Siemens experts

ALUMNI SPOTLIGHT:

Before even having his diploma in hand, Dale Wagner '19 had a job lined up with Boeing working on a spacecraft that can exit and enter space daily. The mechanical engineering grad took every opportunity available to him as a student, from being a member of the College of Engineering and Computer Science's Dean's Advisory Board to the Society of Automotive Engineers, the Society of Hispanic Professional Engineers and the American



Society of Mechanical Engineers. And for his senior design project, he worked with Honda to develop a turbocharged boat engine that delivers more horsepower at less weight than standard commercial engines.

LOCATIONS | Campuses

MAIN CAMPUS

As UCF's home since 1968, our 1,415-acre main campus in east Orlando is impressive in size and even bigger in potential. UCF's main campus is located 13 miles east of downtown Orlando and adjacent to one of the top research parks in the nation.

UCF DOWNTOWN

UCF Downtown, in partnership with Valencia College, is a game-changing campus that offers the opportunity for more than 7,000 students to live, learn and work in the heart of The City Beautiful. This transformational project, which kick-started Orlando's \$1 billion public-private Creative Village, increases access for students, provides pathways for in-demand career fields, fosters collaboration with our neighbors in meaningful ways and improves countless lives through the power of education. It also offers more than 20 academic programs, each geared to optimize educational opportunities, such as internships or research partnerships with nearby businesses, nonprofit organizations and governmental entities.

HEALTH SCIENCES CAMPUS

The College of Medicine is located on the health sciences campus, which will soon house the Academic Health Sciences Center and bring together related academic, clinical and research programs and services such as the College of Nursing and College of Health Professions and Sciences. Its location in Lake Nona's Medical Center puts students and researchers in close proximity to esteemed neighbors, including Nemours Children's Hospital, the University of Florida Research & Academic Center, the VA Medical Center and the forthcoming UCF Lake Nona Medical Center. UCF Health, with locations in east Orlando, Lake Nona and Osceola County, provides primary and specialty care, delivered by doctors who are training the next generation of doctors at the UCF College of Medicine.

ROSEN COLLEGE OF HOSPITALITY MANAGEMENT

Located just minutes from some of the world's top-rated attractions, resorts, restaurants and convention spaces, the Rosen College of Hospitality Management provides students with an unrivaled opportunity to learn and work in the industry's market. Situated in the heart of hospitality, Rosen is a 159,000-square-foot, state-of-theart, Mediterranean resort-style campus and the largest facility ever built for hospitality management education. Main Campus







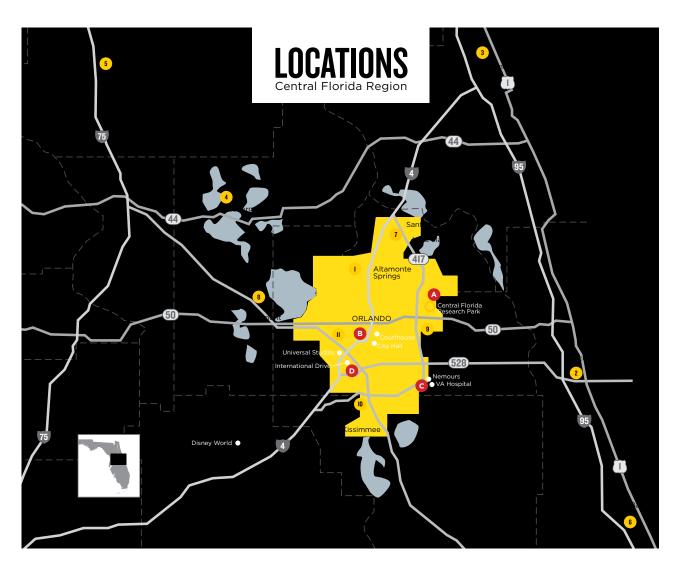
Rosen College of Hospitality Management



UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



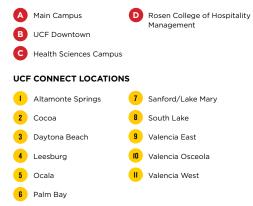
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UCF CONNECT

With 11 regional campuses conveniently located throughout Central Florida, UCF Connect extends UCF's reach to communities in and beyond the region while providing access to quality continuing and higher education for students.

UCF CAMPUS LOCATIONS



CENTRAL FLORIDA RESEARCH PARK

Boeing CAE Collins Aerospace Luminar Technologies National Center for Simulation Naval Air Warfare Center Navy Base Northrop Grumman Raytheon SAIC U.S. Air Force Agency for Modeling & Simulation U.S. Army Simulation and Training Technology Center

UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE

(17)

LOCATIONS | Orlando

LIFE IS GOOD IN ORLANDO

UCF isn't just *in* Orlando, it's intricately woven into every aspect of the city. From researchers focused on solving the most pressing local issues to more than 100,000 alumni living in the area, the university's impact on the city's culture, economy and infrastructure is ever present.



Orlando is among the fastest-growing metros.

Living in America's most popular tourist destination has its perks, but there's a lot more to Orlando than theme parks and thrill rides. From our dynamic downtown to our eclectic neighborhoods and wide-open nature reserves, Orlando offers more reasons to explore than you can image. And with a growing economy and new developments popping up across the region, it's no surprise that *Forbes* recognized The City Beautiful as the fourth fastest-growing city in the nation.

Orlando is a top location for major international companies and entrepreneurs alike.

Walt Disney Company. Lockheed Martin. L3Harris Technologies. Science Applications International Corporation (SAIC). Electronic Arts. Northrop Grumman. They all call Orlando home, as do more than 150 international companies — including Siemens and Mitsubishi Hitachi Power Systems — representing nearly 20 countries. The region has a long history of entrepreneurial activity and is home to top-notch resources such as the National Entrepreneur Center (one of only two such centers in the nation), the UCF Business Incubation Program (ranked as one of the top incubators in the nation) and Rollins College Center for Advanced Entrepreneurship.

NO. I IN THE U.S. FOR JOB GROWTH Four years in a row

U.S. Department of Labor, Bureau of Labor Statistics, 2014 - 2018

NO. 2 STATE FOR STARTUPS Comparisun

NO. 3 BEST CITY TO FIND A NEW JOB IN U.S. WalletHub

NO. 6 BEST BIG CITY FOR JOBS Forbes

TOP IO "AMERICAN CITY OF THE FUTURE" fDi Magazine

NO. II LEADING METRO FOR Prime Workforce

Area Development

HIGHEST RATE OF STEM JOB GROWTH IN THE COUNTRY Forbes

28 ORLANDO COMPANIES AMONG FASTEST GROWING PRIVATE COMPANIES IN U.S. Inc. 5000



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LOCATIONS | DirectConnect Partnerships

DIRECTCONNECT TO UCF

DirectConnect to UCF is a nationally renowned pathway for students to earn a four-year degree at UCF. The groundbreaking program guarantees admission to the university once a student has earned an A.A. or A.S. degree from one of our six partner institutions — the College of Central Florida, Daytona State College, Eastern Florida State College, Lake-Sumter State College, Seminole State College and Valencia College.

Since the program's inception in 2006, UCF has awarded more than 50,000 degrees to DirectConnect students. The partnership expands access to all students, especially those who otherwise may not be able to pursue a university degree through traditional channels. Similar programs have also been adopted by Arizona State University, Brigham Young University, Florida International University, James Madison University, Oregon State University and University of South Florida.

DirectConnect has long provided students with academic advising, student services and transfer support at community campuses by both college advisors and UCF success coaches, who are embedded at the state colleges. The results are better-prepared transfer students and a smoother transition experience, as witnessed by an 80 percent first-year retention rate for students in the program in 2018.



2+2 program of its kind created in the nation 55% Minority students enrolled **BI%** Retention rate for first-year DirectConnect students **3,069** Pell eligible students enrolled **72,274** Total DirectConnect students enrolled since 2006



Students who have graduated through the program

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COMMUNITY IMPACT

LIMBITLESS SOLUTIONS

<u>Started by UCF students in 2014</u>, Limbitless Solutions is a nonprofit company that develops personalized prosthetics, bionic limbs and mobility devices for children and adults, free of charge. The company collaborates with experts from a variety of fields who share a vision of applying leadingedge research and development to meet the needs of people with physical challenges.

Now with a lab on campus, Limbitless has delivered 40 arms to 36 kids, launched the <u>first clinical trial for</u> <u>3D-printed prosthetics for children in the nation in</u> partnership with Oregon Health & Science University, and <u>developed a device to allow individuals with disabilities</u> to move their wheelchairs using only their facial muscles. As a result of their groundbreaking work, they have forged partnerships with the Mayo Clinic, Adobe, Microsoft, Stratasys, Autodesk and several video game companies.

UCF RESTORES

Since its start in 2011, <u>UCF RESTORES</u> has become known nationally for its innovative PTSD treatment for veterans, active-duty military members, first responders and other victims of trauma. The program's unique approach to treatment — including its groundbreaking three-week intensive outpatient program — combines exposure therapy, emerging technology and group therapy sessions to treat patients.

Led by UCF researchers and backed by funding from generous private donors, the Florida Legislature, and grants from the Department of Defense and <u>U.S. Army</u>, UCF RESTORES has treated more than 500 veterans and active-duty personnel and more than 200 first responders for free. Treatments have resulted in <u>66 percent of military</u> <u>personnel and 76 percent of civilians no longer meeting the diagnostic criteria for PTSD</u>, a success rate that is higher than more conventional therapies.







UNIVERSITY ADVANCEMENT

UCF ALUMNI

UCF Alumni serves to strengthen the connection between UCF and its alumni and friends. It now supports more than 300,000 living alumni, more than 78 percent of whom reside in the state of Florida and 34 percent of whom are under the age of 32.

NOTABLE UCF ALUMNI

Michelle Akers '89, who was named FIFA's Women's Player of the Century, is considered one of the best soccer players to ever play on the field. She won two World Cups and an Olympic gold.

Alan Eustace '79 '81MS '84PhD worked for companies such as Compaq and HP before joining Google as senior vice president of engineering and later retiring as SVP of knowledge. He also holds the world record for the highestaltitude free-fall jump.

Shaquem Griffin '16 is a linebacker for the Seattle Seahawks and is the first player to compete at that level with only one hand.

Glenn Hubbard '79 is dean emeritus and Russell L. Carson professor of finance and economics at Columbia Business School. He has previously served on boards for the U.S. Council of Economic Advisors, Committee on Capital Markets Regulation, the Economic Club of New York and the Study Group on Corporate Boards.

George Kalogridis '76 is president of segment development and enrichment for Disney parks, experiences and products, where he oversees strategic and operational business initiatives at Disney sites worldwide.

William W. Parsons Jr. '93MS is director of NASA's Kennedy Space Center.

Angel Ruiz '78 is president and CEO of Ericsson's North American region.

Nicole Stott '92MS is a former NASA astronaut and aquanaut who is now a full-time artist and STEAM advocate.

UCF FOUNDATION

Founded in 1969, the UCF Foundation, Inc., is a 501(c)(3) nonprofit organization. Led by a volunteer board of directors and staffed by more than 130 professionals including development officers, information experts, accountants, communicators and more, the foundation works with donors to help them maximize the impact of their gifts to the university.

In 2019, UCF completed a multi-year fundraising effort called IGNITE: The Campaign for UCF. Directed to three key points — student success, academic excellence, and growth and opportunity — the support of alumni, friends and corporate partners helped the university to raise more than **\$531 million** over an eight-year period.



UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



AREAS OF EXCELLENCE

DIGITAL ARTS AND ENTERTAINMENT

Through the interdisciplinary department of Games and Interactive Media in the Nicholson School of Communication and Media, students can hone their expressive work across platforms, ranging from video games, mobile applications and websites to virtual and augmented reality experiments. At UCF's Communication and Media building in downtown Orlando, game designers, filmmakers and

digital artists are encouraged to collaborate on innovative projects across 120,000-square-feet of hightech studio and classroom space, including Studio 500, one of the largest motion capture studios and soundstages on the east coast. And through UCF's new MFA in Themed Experiences – among the first of its kind, students can make the most of living in the epicenter of the theme park industry.

#13

Undergraduate game design program in the world

230

Companies FIEA graduates work at around the world, including Apple, DreamWorks, Electronic Arts, Bungie, Zynga, RockStar, Disney Microsoft and Nintendo

10 Years UCF's graduate game

design program has been ranked among the top five in the world

2021

Year Electronic Arts video game company will relocate its Central Florida headquarters next to UCF Downtown

ALUMNI SPOTLIGHT:

As a project manager for Walt Disney Imagineering, Jacqueline (Cade) King '12 led the team behind Millennium Falcon: Smugglers Run, a simulation ride at Disney's 14-acre Star Wars: Galaxy's Edge that allows up to six people to work together as pilots, gunners and engineers to complete a mission in real time. "I went to school to build bridges, and I ended up building spaceships,"



says King, who worked with Disney and Lucasfilm to ensure every aspect of the project — from major conceptual developments to the smallest painted details was correct.

ATHLETICS

ATHLETICS

Knights athletic teams have earned impressive victories on state and national stages — from American Athletic Conference titles to two <u>New Year's Six bowl wins</u>. But some of our student-athletes' most important triumphs have been in the classroom. For 24 straight semesters, <u>UCF student-athletes have collectively earned a GPA of 3.0 or higher</u>.













Orlando's Hometeam Team

Baseball

Men's Basketball Women's Basketball Cheerleading Women's Cross Country Football Men's Golf Women's Golf Women's Rowing Men's Soccer Women's Soccer Softball Men's Tennis Women's Tennis Women's Track and Field Women's Volleyball



As one of the few major cities without an NFL team, Orlando has adopted the Knights as their hometown team and fans can be found cheering them on in the stadium and at venues across Central Florida.

UNIVERSITY OF CENTRAL FLORIDA | PRESIDENTIAL PROFILE



SPACE

Founded to provide talent for Central Florida and the growing U.S. space program, UCF has been making an impact on our state, our nation — and outer space ever since. UCF faculty are part of several NASA missions, including OSIRIS-REX and New Horizons. The Florida Space Institute, based at UCF, is made up of researchers and educators from UCF and other State University System of Florida institutions. And <u>UCE leads the</u> <u>science mission at the Arecibo</u> <u>Observatory</u>, a National Science Foundation-supported facility located in Puerto Rico that is home to one of the world's largest radio telescopes. Together, we are truly reaching for the stars. ucf.edu/space

\$167 MILLION

In public-private awards for space-related research since 1991

30% Kennedy Space Center employees are UCF alumni



5

336*

NASA awards

*As of Feb. 2019

Experiments sent to space

in 2019 aboard rockets

operated by Blue Origins,

SpaceX and Virgin Galactic

As part of NASA's New Horizons team, UCF Professor Dan Britt is exploring some of the most distant objects in our solar system, including Pluto and the Kuiper Belt. The team's work has been featured on the cover of Science magazine and recently received the 2019 Sir Arthur Clarke Award, one of the most prestigious spaceexploration awards in the world. "We are creating a legacy of data and insights



that will provide guideposts for future generations of explorers," says Britt, who also provided the tools that helped make *Curiosity*'s landmark photos of Mars possible.

PRESIDENTIAL POSITION DESCRIPTION



The University of Central Florida's Board of Trustees seeks nominations and applications for the position of president. The next president will be an inspirational and forwardthinking leader who embraces UCF's mission and values and is passionate about leading a young, ambitious and emerging preeminent research university. As president, the

successful candidate will serve as its most ardent champion, ensuring that the university addresses Florida's needs today and creates the opportunities of tomorrow.

THE UNIVERSITY

FOUNDED IN 1963 to provide talent for Central Florida and the growing U.S. space program, the University of Central Florida has been making an impact on the state, the nation - and outer space - ever since. UCF is ranked by U.S. News & World Report as Florida's most innovative university and one of the nation's top 20 most innovative. Located in Orlando, and securing \$192 million in research funding in fiscal year 2019. UCF is a major metropolitan research university in one of the country's fastest-growing regions and holds the Carnegie Foundation's highest designation in two categories: community engagement and very high research activity. Furthermore, as a testament to its commitment to diversity and serving diverse populations, UCF is also one of 14 universities nationwide designated as both a Hispanic Serving Institution and R1 university. As an emerging preeminent research university, UCF promotes economic development in the region by aiding in the transfer of technology and other discoveries between the university and industry to create nextgeneration ideas and products. From nanoscience and optics to simulation and forensic science. UCF researchers work together to have real-world impact, improving students' lives and their community.

UCF is also ranked as a best-value university by Kiplinger, as well as one of the nation's most affordable colleges by *Forbes*. With <u>13 colleges</u>, including a College of Medicine, UCF offers more than <u>220 degree programs</u> on its main campus, downtown campus, hospitality campus, health sciences campus and through 11 UCF Connect centers located throughout the region. In addition, UCF extends its reach to communities in and beyond Central Florida by offering fully online programs leading to bachelor's degrees, master's degrees, doctoral degrees, certificates and more. UCF confers more than 16,000 degrees each year and benefits from a diverse faculty and staff who create a welcoming environment and are dedicated to creating opportunities for its diverse student body of approximately 69,500 — more than 47 percent



of whom are members of underrepresented minority groups — to grow, learn and succeed. UCF offers a vibrant residential life program and campus community with an array of student services, more than 650 student clubs and organizations, plus dedicated academic resources to help students succeed in school and as alumni. Home to a 45,000-seat football stadium and 10,000-seat arena, UCF hosts a variety of concerts and shows, NCAA sports and cultural events.

UCF not only excels academically and in its research endeavors, Knights athletic teams have earned impressive victories on state and national stages — from American Athletic Conference titles to two New Year's Six bowl wins. More importantly, and in exemplifying their most important triumphs, UCF student-athletes have collectively earned a GPA of 3.0 or higher for 24 straight semesters.

Equally impressive, UCF has built and enjoys a strong foundation of support among alumni, friends and corporate partners, and in 2019 completed a multi-year fundraising effort called IGNITE: The Campaign for UCF. Directed by three key pillars — student success, academic excellence, and growth and opportunity — the university raised more than \$531 million over eight years. For more information about UCF, please visit ucf.edu.

PRESIDENTIAL POSITION DESCRIPTION

POSITION SUMMARY

In accelerating the university's trajectory of academic and research excellence, student success, diversity and inclusion, and partnerships and innovation, UCF's next president will be responsible for:

- Providing strategic vision and long-range planning of institutional goals, academics and research, public service, student success and enrollment, and the university's physical and digital footprint.
- Leading the university in further enhancing a learning environment focused on providing a highquality educational experience for all students and supporting them in achieving their academic, career and life goals.
- Leading UCF's efforts in upholding its commitment to the values of equity, inclusion and diversity, and championing their critical role in fostering an environment that ensures the continued success of its students, faculty and staff.
- Bolstering the university's work in addressing issues of access and inclusion; leveraging UCF's existing infrastructure and guiding future growth to build upon the strength of the university's innovative DirectConnect to UCF and online programs.
- Fostering strong relationships and good governance with the university Board of Trustees, Florida Board of Governors and state Legislature to develop and meet institutional goals and statewide needs.

- Leading by example to demonstrate an unwavering commitment to the highest standards of excellence and ethical behavior that fosters a culture of compliance and transparency.
- Overseeing more than 13,000 employees and creating a strategic organizational, administrative and policy-making structure that most effectively uses institutional resources, and attracts and cultivates exceptional and diverse faculty, students and staff whose collective contributions will continue to strengthen the university.
- Managing a \$1.7 billion operating budget and an allocation model that is strategic, collaborative and transparent while developing innovative academic and operational models to expand resources and invest in institutional excellence.
- Creating partnerships at every level that deploy the university's distinctive assets and amplify its academic, economic, social and cultural impact and reputation.







\$1.7 BILLION BUDGET

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PRESIDENTIAL POSITION DESCRIPTION

LEADERSHIP STATEMENT

Developed by the Board of Trustees, the following are expected demonstrated characteristics of UCF's next president:

- A high level of integrity.
- Anticipatory thinker.
- A strong personal and professional academic background.
- A sense of commitment to undergraduate education, as well as a dedication to and understanding of graduate and professional education and research.
- A respect and concern for students.
- Commitment to inclusion and diversity.
- A commitment to student success in all areas of the collegiate experience.
- An understanding and respect for the roles and responsibilities of the faculty.
- A demonstrated record of building, nurturing, and working with a high-caliber leadership team.
- A demonstrated record of partnership and spirit of entrepreneurship.
- Tolerant of risk and encourages creativity and innovation.

- A willingness to make strategic choices, timely decisions, and responsive actions.
- Courageous decision maker, who embraces the responsibility to make tough calls.
- The ability to acquire resources from a variety of sources, including fundraising.
- The ability to work with a variety of governmental agencies.
- A keen understanding of the unique mission and the ability to lead a multisite metropolitan research university.
- Desire and ability to include access and inclusion.
- Appreciation for the significant role of intercollegiate athletics in the life of the university.
- Effective facilitator in cultures where governance is shared and buy-in is critical.
- Resilient, able to learn from failures and move constantly forward.



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PRESIDENTIAL POSITION DESCRIPTION

APPLICATIONS/NOMINATIONS

hthough a terminal degree and exceptional academic administrative experience are preferred, the Board of Trustees also welcomes and encourages applications from candidates who have achieved noteworthy success in their respective fields outside higher education. These candidates must have demonstrated experience and a track record of success working in a large, complex, decentralized organizational structure where success is achieved in partnership and collaboration rather than solely through direct authority.

The search committee will begin reviewing applications in February 2020 and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a cover letter describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nominations should include the contact information of the nominee. In accordance with the State of Florida's open records laws, all applications and letters of interest will be made public. Applications and letters of nomination should be submitted by email to:

Alberto Pimentel, managing partner

apsearch@storbeckpimentel.com Refer to code "UCF-President" in the subject line

> Storbeck Pimentel

> > & ASSOCIATES

Storbeck/Pimentel & Associates 6512 Painter Avenue Whittier, CA 90601

As an equal opportunity/affirmative action employer, UCF encourages all qualified applicants to apply, including women, veterans, individuals with disabilities and members of traditionally underrepresented populations. UCF's Equal Opportunity Statement can be viewed at: oie.ucf.edu/documents/PresidentsStatement.pdf.

> As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request.

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Board of Governors Committees and Meeting - March 25, 2020 - Board of Governors - Regular Meeting SECTION 7 **POSITION ADVERTISEMENT**

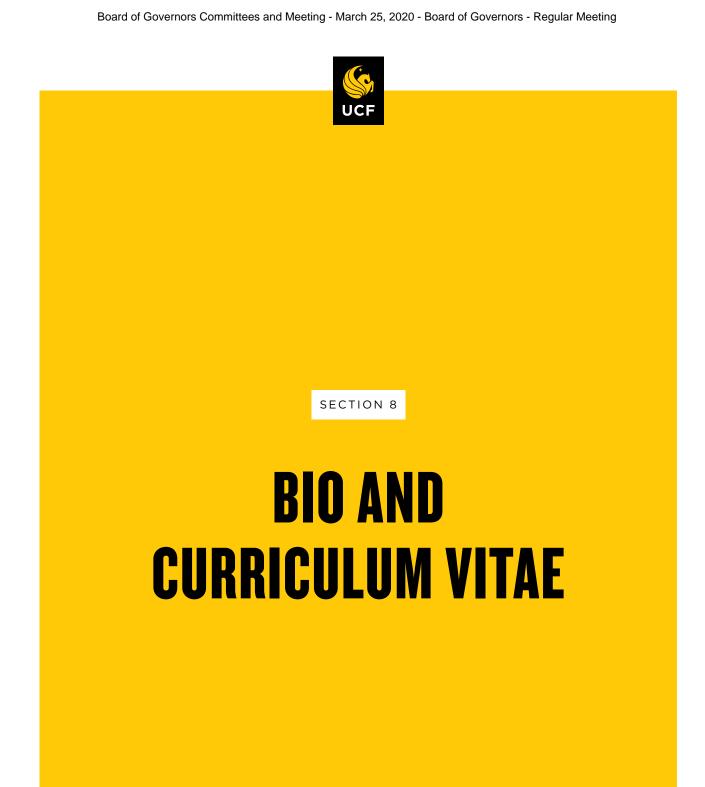
Board of Governors Committees and Meeting - March 25, 2020 - Board of Governors - Regular Meeting

Applications and letters of nomination should Resilient, able to learn from failures and their respective fields outside higher education. experience and a record of success working in a large, complex, decentralized organizational of Florida's open records laws, all applications governance is shared and buy-in is critical and encourages applications from candidates preferred, the Board of Trustees also welcomes to accept applications and nominations until the position is filled. Applicants must submit applications in January 2020 and will continue mission and the ability to lead a multisite Although a terminal degree and exceptional a current curriculum vitae and a cover letter The search committee will begin reviewing describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nominations Effective facilitator in cultures where These candidates must have demonstrated partnership and collaboration rather than should include the contact information of the nominee. In accordance with the State A keen understanding of the unique of intercollegiate athletics in the life of and letters of interest will be made public. The ability to work with a variety of Appreciation for the significant role who have achieved noteworthy success in Desire and ability to include access Refer to code "UCF-President" in the academic administrative experience are Alberto Pimentel, managing partner 5512 Painter Avenue • Whittier, CA 90601 **Applications/Nominations** structure where success is achieved in Storbeck/Pimentel & Associates metropolitan research university. apsearch@storbeckpimentel. solely through direct authority. move constantly forward. governmental agencies. be submitted by email to: As an equal opportanity (affirmative action employer, UCF encourages all qualified applicants to apply, including women, veterans, individuals with disabilities, and members of traditionally underrepresented populations. UCFS Equal Opportanity Statement can be viewed at www.oie.ucf.edu/documents/PresidentsStatement.pdf. As a Florida public university. UCF makes all application materials and selection procedures available to the public upon request. and inclusion. the university. subject line while developing innovative academic and Creating partnerships at every level that understanding of graduate and professional social, and cultural impact and reputation. A sense of commitment to undergraduate A commitment to student success in all nurturing, and working with a high-caliber A willingness to make strategic choices, Commitment to inclusion and diversity. will continue to strengthen the university. education. as well as a dedication to and A demonstrated record of partnership operational models to expand resources deploy the university's distinctive assets An understanding and respect for the timely decisions, and responsive actions. and staff whose collective contributions variety of sources, including fundraising. budget and an allocation model that is strategic, collaborative and transparent roles and responsibilities of the faculty. The ability to acquire resources from A respect and concern for students. A strong personal and professional A demonstrated record of building, Developed by the Board of Trustees, the following are expected demonstrated and invest in institutional excellence. and amplify its academic, economic, characteristics of UCFs next president: Courageous decision maker, who embraces the responsibility to make Managing a \$1.7 billion operating Tolerant of risk and encourages areas of the collegiate experience. Leadership Statement and spirit of entrepreneurship. A high level of integrity. creativity and innovation. education and research. academic background. Anticipatory thinker. leadership team. ough calls enhancing a learning environment focused experience for all students and supporting Fostering strong relationships and good their critical role in fostering an environment DirectConnect to UCF and online programs Overseeing more than 13,000 employees addressing issues of access and inclusion, the strength of the university's innovative Trustees, Florida Board of Governors and Leading by example to demonstrate ar administrative and policy-making structure Leading UCF's efforts in upholding its inclusion and diversity, and championing that ensures the continued success of its In accelerating the university's trajectory of student success and enrollment, and the university's physical and digital footprint. them in achieving their academic, career and guiding future growth to build upon exceptional and diverse faculty, students governance with the university Board of academic and research excellence, student leveraging UCF's existing infrastructure unwavering commitment to the highest academics and research, public service, on providing a high-quality educational institutional goals and statewide needs. and creating a strategic organizational, that most effectively uses institutional state Legislature to develop and meet partnerships and innovation, UCF's next Providing strategic vision and longesources, and attracts and cultivates Bolstering the university's work in range planning of institutional goals, commitment to the values of equity, standards of excellence and ethical Leading the university in further success, diversity and inclusion, and behavior that fosters a culture of president will be responsible for: compliance and transparency students, faculty and staff. **Position Summary** and life goals.

nave collectively earned a GPA of 3.0 or higher residential life program and campus community welcoming environment and are dedicated to underrepresented minority groups – to grow, have earned impressive victories on state and success, academic excellence, and growth and creating opportunities for its diverse student enjoys a strong foundation of support among JCF is also ranked as a best-value university and through 11 UCF Connect centers located dedicated academic resources to help students 45,000-seat football stadium and 10,000-sea Conference titles to two New Year's Six bowl UCF. Directed by three key pillars – student nformation about UCF, please visit ucf.edu wins. More importantly, UCF student-athletes han \$531 million over eight years. For more most affordable colleges by Forbes. With 13 JCF offers more than 220 degree programs hospitality campus, health sciences campus degrees, master's degrees, doctoral degrees, than 16,000 degrees each year and benefits from a diverse faculty and staff who create a with an array of student services, more than succeed in school and as alumni. Home to a JCF not only excels academically and in its esearch endeavors, Knights athletic teams alumni, friends and corporate partners and in 2019 completed a multi-year fundraising body of approximately 69,500 - more than arena, UCF hosts a variety of concerts and 650 student clubs and organizations, plus national stages — from American Athletic opportunity - the university raised more by Kiplinger, as well as one of the nation's colleges, including a College of Medicine, certificates and more. UCF confers more shows, NCAA sports and cultural events. on its main campus, downtown campus, throughout the region. In addition, UCF extends its reach to communities in and beyond Central Florida by offering fully effort called IGNITE: The Campaign for learn and succeed. UCF offers a vibrant Equally impressive, UCF has built and online programs leading to bachelor's 47 percent of whom are members of for 24 straight semesters. leader who embraces UCF's mission and to gether to have real-world impact, improving president, the successful candidate will an inspirational and forward-thinking values and is passionate about leading University of Central Florida serve as UCF's most ardent champion, ensuring that the university addresses Board of Trustees seeks nominations Florida's needs today and creates the president. The next president will be and applications for the position of The University of Central Florida's preeminent research university. As a young, ambitious and emerging students' lives and their community. PRESIDENT opportunities of tomorrow. UCF

The University

by U.S. News & World Report as Florida's most and securing \$192 million in research funding Carnegie Foundation's highest designation in oetween the university and industry to create Founded in 1963 to provide talent for Central in fiscal year 2019, UCF is a major metropolitan research university, UCF promotes economic innovative university and one of the nation's two categories: community engagement and Florida and the growing U.S. space program, and outer space – ever since. UCF is ranked and serving diverse populations, UCF is also one of 14 universities nationwide designated transfer of technology and other discoveries top 20 most innovative. Located in Orlando very high research activity. Furthermore, as making an impact on the state, the nation – research university in one of the country's a testament to its commitment to diversity the University of Central Florida has been as both a Hispanic Serving Institution and development in the region by aiding in the next-generation ideas and products. From R1 university. As an emerging preeminent nanoscience and optics to simulation and forensic science, UCF researchers work fastest-growing regions and holds the



BIO



Alexander N. Cartwright, Ph.D.

Chancellor, University of Missouri

Since joining the University of Missouri in August 2017, Chancellor Alexander N. Cartwright has led the university through strategic enrollment and research growth, as well as the successful completion of the university's \$1.3 billion fundraising campaign. He has continuously advocated for student success initiatives, pushed for a more equitable and diverse environment where every voice is heard, and increased efforts to improve engagement with Missourians and beyond.

During 2018, Dr. Cartwright led MU in developing a blueprint for the next five years — the "Flagship of the Future." This strategic plan lays groundwork for innovation and growth at Missouri's flagship, land grant university.

As a first-generation college student whose journey to higher education was not traditional, Dr. Cartwright understands and prioritizes the need to build successful outcomes for students from all backgrounds. Among his proudest accomplishments from his time at MU is the launch of the Missouri Land Grant program, a commitment to helping students who are Pell Grant eligible by covering their tuition and fees. He has since launched programs designed to improve retention and graduation rates as well as post-graduation outcomes.

As part of the strategic planning process, MU has developed a roadmap for significantly increasing its more than \$250+ million annual research expenditures, along with other key scholarship metrics, by creating faculty development and support programs. He continues to focus on economic development as an outcome of being a research university across the state – building on the current annual \$3.9 billion economic impact MU has on Missouri.

During his first year on campus, MU experienced a record year for cash donations as the university's endowment exceeded the \$1 billion mark. Additionally, he helped the university surpass its \$1.3 billion "Our Time to Lead" capital campaign, including the successful launch of an additional focus area for the campaign after he arrived that focuses on fundraising for student success efforts.

Dr. Cartwright came to MU from the State University of New York (SUNY) where he served as provost and executive vice chancellor from September 2014 to July 2017. At SUNY Dr. Cartwright oversaw a broad portfolio, including academic policy, enrollment management, and more.

Dr. Cartwright came to the role of SUNY's provost from the University at Buffalo, State University of New York (UB), where he served on faculty since 1995. At UB, he held several senior administrative positions, including vice president for research and economic development and acting executive director of the New York State Center of Excellence in Bioinformatics and Life Sciences. In these roles, he was responsible for campus/industry relations, research funding and compliance, and research support for UB and the Center.

An internationally recognized researcher and scholar in the area of optical sensors, he is a fellow of the American Association for the Advancement of Science, SPIE, and the National Academy of Inventors. Dr. Cartwright is a prior winner of both the National Science Foundation CAREER Award and the Office of Naval Research Young Investigator Award. In addition, he earned the 2002 SUNY Chancellor's award for excellence in teaching.

A native of the Bahamas, Dr. Cartwright holds a doctorate in electrical and computer engineering from the University of Iowa. He and his wife Melinda have two children, Andrew and Alyssa.

CURRICULUM VITAE

BIO AND CURRICULUM VITAE

ALEXANDER N. CARTWRIGHT

Administrative Appointment:

Chancellor University of Missouri 105 Jesse Hall Columbia, Missouri 65211 Faculty Appointments: Professor, Electrical Engineering and Computer Science University Missouri 105 Jesse Hall Columbia, Missouri 65211

Education

PhD, **University of Iowa**, 1995 Major: Electrical and Computer Engineering Thesis Title: "Nonlinear optical properties of hetero *n-i-p-i* device structures"

BS, University of Iowa, 1989 (with Highest Distinction) Major: Electrical and Computer Engineering (Transferred to University of Iowa in 1985 from Kirkwood Community College; Initial major Accounting; Transferred to Engineering in fall 1985)

Kirkwood Community College, 1983-1984 Major: Business/Accounting

Employment History

University of Missouri Aug. 2017 – Present: Chancellor

The State University of New York (SUNY), System Administration Sept. 2014 – July 2017: Provost and Executive Vice Chancellor

SUNY Polytechnic Institute Sept. 2016 – Nov. 2016: Officer-in-Charge

SUNY Downstate Medical University July 2016: Officer-in-Charge

Research Foundation for SUNY (RFSUNY) Jan. 2015 – June 2016: Interim President

University at Buffalo, The State University of New York

University at Buffalo Administrative Positions:

Jan. 2012 - Sept. 2014: Vice President for Research and Economic Development

March 2020

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Jan. 2011 – Jan. 2012:	Vice President for Research					
April 2011 – Sept. 2014:	Operations Manager, Research Foundation for the State University					
	of New York					
July 2010 – Jan. 2011:	Interim Vice President for Research					
Oct. 2010 - Sept. 2014:	Acting Executive Director of the New York State					
	Center of Excellence in Bioinformatics and Life Sciences					
July 2009 – June 2010:	Chair, Electrical Engineering Department					
July 2009 – June 2010:	Inaugural Chair, Biomedical Engineering Department					
Aug. 2007 – July 2009:	Vice Provost for Strategic Initiatives					
Aug. 2006 – July 2007:	Director of UB2020 Integrated Nanostructured Systems Initiative					
Aug. 2002 – July 2014:	Director, Institute for Lasers, Photonics and Biophotonics					
Sept. 1999 – July 2010:	Co-Director, Electronics Packaging Laboratory (EPL)					
Sept. 2001 – Aug. 2008:	Director, National Science Foundation Integrative Graduate					
	Education and Research Traineeship in "Biophotonics: Materials					
	and Applications"					
Dec. 1999 – Aug. 2002:	Deputy Director, Institute for Lasers, Photonics and Biophotonics					
University at Buffalo Fa	culty Appointments:					

Aug. 2005 – July 2017:	Professor of Electrical Engineering, University at Buffalo (UB)
July 2009 – July 2017:	Professor of Biomedical Engineering, UB
Aug. 2005 - present:	Adjunct Professor of Physics, UB
Aug. 2000 – July 2005:	Associate Professor of Electrical Engineering, UB
Aug. 1995 – July 2000:	Assistant Professor of Electrical Engineering, UB

University of Iowa

Mar. 1995 – Aug. 1995:	Postdoctora	al Scientis	t, Laboratory	/ for	Photonics	and	Quantum	
	Electronics	, U. of Iow	a					
Aug. 1989 – Feb. 1995:	Research	Assistant,	Laboratory	for	Photonics	and	Quantum	
	Electronics, U. of Iowa							

Professional and Academic Honors/Awards

- 2018 University of Iowa College of Engineering: Distinguished Engineering Alumni Academy
- 2017 Full Member, Sigma Xi: The Scientific Research Honor Society
- 2016 Fellow, American Association for the Advancement of Science
- 2015 Fellow, National Academy of Inventors
- 2014 Fellow, SPIE The International Society for Optics and Photonics
- 2013 Society of Manufacturing Engineers Awardee for "Innovations that Could Change the Way you Manufacture" (1 of 5 awardees internationally)
- 2010 Exceptional Scholar Award for Sustained Achievement, University at Buffalo
- 2009 Elevated to Senior Member status, IEEE
- 2009 School of Engineering and Applied Sciences Faculty Excellence Award, University at Buffalo
- 2006 Faculty in Leadership Participant (1 of 4 participants), University at Buffalo
- 2003 Most Valuable Workshop Contribution, First International Workshop on Indium Nitride
- 2002 State University of New York Chancellor's Award for Excellence in Teaching

March 2020

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2000 University at Buffalo Top 100 Federal Grantee

2000 Department of Defense, Office of Naval Research Young Investigator Award

1998 National Science Foundation CAREER Award

1996, 1997, 1998 University at Buffalo Reifler Award

1993 NATO Advanced Studies Institute Travel Award

1989 NCR Most Promising Student Scholarship

1987-1989 Exxon Honors Scholarship, Caterpillar Honors Scholarship, State of Iowa Scholarship

Administrative Experience

Aug. 2017 – present: Chancellor, University of Missouri

- The Chancellor serves as the chief executive and academic officer of Missouri's flagship, AAU, public research university. As Chancellor, the responsibilities include being the chief fundraiser, driving initiatives that impact student success, research, engagement efforts, inclusive excellence and leading the senior administrative team. In addition, the Chancellor oversees the functions of a major academic health care center – MU Health – and a Power 5, SEC athletics division.
 - Strategic Planning:
 - Developed the University of Missouri's strategic plan "The Flagship of the Future" – focused on goals and tactics around five key areas:
 - Excellence in Student Success
 - Excellence in Research & Creative Works
 - Excellence in Engagement & Outreach
 - Inclusive Excellence
 - Excellence in Planning, Operations & Stewardship
 - Developed "Scholarly Excellence," a roadmap to drive excellence in research & creative works at Missouri's sole public university in the AAU
 - Developed a comprehensive Strategic Enrollment Management Plan
 - Launched the development of a plan for the Academic Healthcare Center
 - o Key Accomplishments
 - Positioned the University as the University FOR Missouri to emphasize the impact of MU on society
 - Increased First Time College students from 4,134 in Fall 2017 to 5,450 in Fall 2019
 - Research Awards grew 24% FY19 (compared to FY18) and the University attracted four national research centers
 - Initiated a series of new partnerships, including a groundbreaking strategic alliance with Siemens Healthineers
 - Launched new NextGen Precision Health Institute (\$221M facility and equipment)
 - Completed record year in total productivity in philanthropy in FY19, an 18% increase over the previous year

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• Completed Our Time to Lead Campaign in Spring 2020 (\$1.3B), including the successful launch of an additional focus area for the campaign in 2017 focused specifically on student success efforts

Sept 2014 – July 2017: Provost and Executive Vice Chancellor, SUNY

- The Provost and Executive Vice Chancellor (OPEVC) serves as the chief academic officer of the SUNY system, supporting the Chancellor and Board of Trustees in carrying out their oversight responsibilities of the 64-campus system. As Provost, responsibilities included oversight of all academic programs, policy and assessment; enrollment management and student success; global affairs; and SUNY's comprehensive research enterprise. The Provost was also charged with linking faculty scholarship to opportunities for improving student success and completion, student-faculty research, engagement and partnerships.
- Managed an administrative portfolio with an office budget of \$150 million and 300 employees that included:
 - o Office of Institutional Research and Data Analytics
 - Academic Programs and Planning
 - o Office of Diversity, Equity and Inclusion
 - Enrollment and Student Success
 - o Academic Affairs
 - o Presidential Search and Evaluation
 - Open SUNY (online learning)
 - University Wide Programs (Educational Opportunity Program, Empire Innovation Professors, High Needs Degree Programs, Workforce Development Center, etc.)
 - Sponsored Programs Office
 - o SUNY Press
 - o Office of Global Affairs
 - Information Technology
 - o Rockefeller Institute of Government
 - o NYS Small Business Development Center
 - Academic Budget
- Key Accomplishments:
 - o Established SUNY emphasis of investments on three strategic focus areas:
 - Diversity, Equity & Inclusion
 - Completion/Student Success
 - Impact on State and National Challenges (research in emerging areas)
 - Implemented a System-wide Diversity, Equity and Inclusion Policy
 - Chaired Diversity Task Force that created a broad system-wide policy designed to address key areas including: campus climate; faculty, student and administrative recruitment and retention; cultural competency trainig; professional development and mentoring, and more.
 - Policy implementation includes appointing a Chief Diversity Officer at every institution, a Diversity Advisory Board, launching mentoring

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network, dual-career couple initiative, executed first administration of new student information survey giving students the opportunity to self-identify, etc.

- o Implemented SUNY Excels performance improvement framework
 - Developed process and reviewed campus Performance Improvement Plans
 - Transitioned from a Performance Management System to SUNY Excels (a framework focused on access, completion, success, inquiry, engagement); facilitated campus/faculty support and campus participation on System-wide data working group; System-wide steering committee empaneled featuring faculty governance and distinguished faculty; established framework for guiding continuous improvement; developed a Performance Improvement Plan template; worked with campuses to approve campus Performance Improvement Plans; and currently developing a System-wide Performance Improvement Plan.
 - Co-lead the creation and distribution of a \$100M Investment fund (competitive investment to support completion) with final awards aligned with performance improvement plans
- Developed the Completion Agenda strategy
 - Aligned with overarching strategies relevant to campus and System SUNY Excels goals.
 - Implemented a system wide Educational Effectiveness and Strategic Enrollment strategy for achieving increased completions from 93,000 to 150,000 per year by 2025
 - Positioned to demonstrate impact on state and national needs
- Expanded Research and Economic Development efforts to show direct impact on State and National Needs
 - Defined and affirmed priorities and goals (set new targets for sponsored research, redefined System administrative structure for research including appointment of a Vice Chancellor for Research and Economic Development, graduate education, workforce development, economic impact, and partnerships.)
- o Implemented Applied Learning as a System-wide requirement
 - Established a Provost's Advisory Committee on Applied Learning a group with representatives from every campus charged with leading a workgroup on their campus.
- Implemented Seamless Transfer System-wide
 - Extensive effort expended on seamless transfer: instituted increased transparency and communication about the waiver review process, established a waiver appeals process, reconvened the Student Mobility Steering Committee, led by the Presidents of SUNY faculty governance, to advise on appeals; made final determination that credits caps would apply to AAS and AOS programs
 - Continued development of transfer pathways
 - Implemented DegreeWorks to advise students of transfer of courses

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- o Created and Implemented a New SUNY Internationalization Strategy
 - Engaged external review of efforts
 - Elevated reporting status of office
 - Focused office on "Global Learning for All"
- o Internal Engagement with SUNY Leadership:
 - Established a Provost's Advisory Group of eight Presidents to engage them on planning and implementation of new initiatives, evaluating existing initiatives, informing the agenda for regular meetings of all Presidents, and refining System goals
 - Organized Presidents' Meetings beginning with the September 2015 meeting
 - Participated in presidential evaluations with Chancellor
 - Planned several presidential transitions
 - Lead presidential search process
 - Established an advisory group of Campus Chief Academic Officers to ensure that they are informed, brainstorm solutions to key challenges, and encourage collaboration
- o External Engagement
 - Represented SUNY at numerous national conferences, initial meetings with external contacts: AASCU, APLU, USU, University Research Foundations, NASH, UUP, SOMOS, state legislators, congressional representatives
 - Represented SUNY at Congressional and White House meetings on key academic and research issues
- Continued to Assess and Oversee:
 - University-wide Honorary Degree Program
 - Distinguished Faculty Appointments

Jan 2015 – June 2016: Interim President, Research Foundation for SUNY (RF)

- Transitioned RF leadership; appointed as RF Interim President; conducted a broad review; initiated discussion about refocusing priorities on core responsibilities; removed research and economic development from Presidential role; extensive board relations with both the RF Board of Directors and the SUNY Board of Trustees.
- Initiated and/or completed implementation of initiatives to reduce administrative burden on PIs and increase efficiency and effectiveness of RF operations around the system
- Moved forward on supporting a culture of innovation across the SUNY system with updates to policies, practices and systems:
 - Updated patents and inventions policy
 - New industry sponsored research agreement models
 - Continuation of Technology Accelerator Fund
 - Technology Transfer Toolbox to provide tech transfer professionals at campuses and central office to make data-driven decisions about patenting, licensing, and
 - SUNY TURBO (Turning University Research into Business Opportunities) program to help launch and support start-up companies based on SUNY

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innovations and SUNY Innovation Showcase event to help SUNY start-ups pitch to venture capitalists

- Academic Industry Roundtable event around clinical and translational research
- Supported a focus on learning & development and diversity & inclusion for the people on sponsored projects and in research administration and technology transfer & commercialization at SUNY:
 - Symposium event for over 200 staff who work in research administration across the SUNY system geared toward improving knowledge in sponsored programs, compliance, HR, finance, audit, legal, innovation, and information technology.
 - Mentoring program
 - Leadership academy
 - System-wide wellness program
 - Orientation to the RF
 - Included RF in Diversity & Inclusion initiative at SUNY
- Ensured that SUNY, through the RF, was in compliance with new or changed laws and regulations:
 - Federal OMB Uniform Guidance to replace Circulars A-21, A-110, A-133
 - Fair Labor Standards Act
- Strengthened governance and relationships between RF Central, SUNY System, and campus leadership
 - Oversaw transition from one position (SUNY Vice Chancellor for Research/RF President) to two separate positions
 - Actively engaged with both SUNY Trustees and RF Board of Directors through this transition
 - Helped to recruit new RF President
 - Maintained strong leadership and engagement with RF leadership team throughout interim period
 - Established campus RF operations manager (OM) monthly call-in sessions and created OM data dashboard
 - Oversaw development and Board approval for two RF annual operating plans
 - Oversaw development of Key Performance Indicators dashboard to provide leadership with interactive data on SUNY research and innovation
- o Provided RF support for programs to increase campus collaboration to grow activity
 - Networks of Excellence oversaw program review to reconfigure and right-size the program
 - Established workgroup to assess and propose mechanism for creating a Clinical Trials Alliance for all of SUNY
 - SUNY STEM undergraduate passport to provide research opportunities to undergraduate students
- Helped maintained strong public perception of RF
- o Worked to strengthen RF financial position

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University at Buffalo, The State University of New York

Jan 2012 – Sept. 2014: Vice President for Research and Economic Development Jan 2011 – Jan. 2012: Vice President for Research July 2010 – Jan. 2011: Interim Vice President for Research

- The Office of the Vice President for Research and Economic Development (OVPRED) worked with other senior leaders in supporting the university's vision as an AAU public research institution. The Vice President developed effective and innovative strategies to best achieve UB's research goals, ensuring resources that are aligned with the university's education and service missions. The Vice President manages UB's research enterprise, including research funding, policy and compliance, research communications, research support, technology transfer and industry/university relations.
- o Managed an administrative portfolio that included:
 - Office of Research Advancement (ORA).
 - Office of Sponsored Projects Services (SPS) provided complete pre- and postaward services for UB Principal Investigators and the UB research community.
 - o Division of Comparative Medicine/Laboratory Animal Facility (DCM/LAF).
 - Office of Economic Development (OED).
 - o UB Office of Science, Technology Transfer and Economic Outreach (STOR).
 - Office of Research Compliance.
 - VPR Information Systems.
- Lead the University's research and economic development operations with
 - Eight campus research centers and institutes.
- More than 100 staff members reported through the OVPRED.
- The OVPRED partnered with university leaders, faculty and industry in launching several successful major initiatives, including:
 - 2014: New York State Buffalo Genomic Medicine Center \$47.5M over 5 years recommended by Governor Cuomo in the 2014 State of the State Address. A consortium of the University at Buffalo, New York Genome Center and associated industrial partners.
 - 2013: National Science Foundation Science and Technology Center (NSF STC) on Biology with X-Ray Free Electron Lasers (BioXFEL) awarded October 2013, \$25M award for 5 years.
 - 2013: Led the establishment of the University at Buffalo's Institute for Research and Education in eNergy, Environment and Water (RENEW) a \$15M, 5 year investment in upwards of 20 new faculty positions to build on existing strengths within the university and to establish UB as a world leader in energy, water and environment. Engaged a faculty advisory group and facilitated the leading deans to develop a strategic vision for the institute.
 - 2012: Secured a second New York State Center of Excellence designation, in Materials Informatics.
 - 2013: Established the Office of Research Advancement in conjunction with the Vice Provost for Strategic Initiatives.

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- 2012-2014: Active participant in the planning team for the "Realizing UB2020" strategic planning process led by the Provost and President.
- 2013-2014: Led the "Research and Innovation" Task Force to implement strategic initiatives in "Realizing UB2020."
- 2011-2014: Member of the Regional Economic Development Council Advanced Manufacturing Implementation Team that focuses on the establishment of Buffalo Manufacturing Works.
- 2012-2014: Active participant in AAU Research Officers and APLU Council on Research Policy and Graduate Education (Executive Committee).
- o Active participant in Congressional visits to Senators and Representatives.
- 2013: Partnered with local business leaders to recruit Sentient Sciences, LLC to Western New York.

Oct. 2010 – Sept. 2014: Acting Executive Director of the New York State Center of Excellence in Bioinformatics and Life Sciences, UB

 As Acting Executive Director, provided strategic leadership for UB's New York State Center of Excellence in Bioinformatics and Life Sciences, which housed faculty from the Schools of Medicine and Biological Sciences, Engineering and Applied Sciences, Public Health and Health Professions, Pharmacy and Pharmaceutical Sciences, and the College of Arts and Sciences. In addition, the Center of Excellence was home to the New York State Center of Advanced Technology in Biomedical Sciences and the Center for Computational Research. This unique Center also housed business partners (9).

The Executive Director oversaw all research, education and outreach activities of the Center, in addition to managing the Center's space and core facilities.

- Major Accomplishments include:
 - Establishment of a management team to oversee facilities, space and personnel needs.
 - Established an Internal Advisory Committee of Deans that provides guidance on the program for the Center of Excellence.

April 2011 – Sept. 2014: Operations Officer, The Research Foundation for SUNY

- The VPRED also served as the Research Foundation Operations Officer. Reporting to the President of The Research Foundation for SUNY (RF), the RF Operations Officer served as the top level RF executive on campus, responsible for supporting SUNY's research mission and successfully implementing the RF's strategic plan. The Operations Officer supervised all Research Foundation operations on campus, including:
 - Sponsored program administration services to the SUNY community (faculty, students, and staff) and stewardship to our sponsors;
 - Creating an environment that supports and increases funding for sponsored programs;
 - Supporting increased technology transfer and commercialization activities on behalf of SUNY efforts to revitalize New York's economy;
 - Supporting business offices that process RF transactions.

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July 2009 – June 2010: Chair, Department of Electrical Engineering

- Assumed administrative leadership and was responsible for:
 - Teaching assignments.
 - Space assignments.
 - Discretionary salary increases.
 - Hiring of new faculty:
 - Hired two new Assistant Professors (Gesualdo Scutari & Qiaoqiang Gan).
 - Hired a new Associate Professor in collaboration with Physics department (Steven Durbin).
 - Reviewed and redistributed workload for all staff in department (one technician, one administrative assistant, and three secretaries).
 - Supervised five staff members.

July 2009 – June 2010: Inaugural Chair, Department of Biomedical Engineering

- Collaborated in designing a new interdisciplinary department and implemented the plan
 - Hired three new department faculty members (Julian Lippmann, Debanjan Sarkar, Chulhung Kim).
 - Worked with Dean of the School of Medicine and Biomedical Sciences and Dean of School of Engineering and Applied Sciences to identify and appoint initial list of twelve faculty from across the University.
 - Hired the Assistant to the Chair of the department.
 - Identified affiliated faculty who would help with the proper delivery of the BME undergraduate curriculum.

July 2007 – June 2009: Vice Provost for Strategic Initiatives

- Implemented administrative structure for eight strategic strengths at UB. Strength administrative structure included i) a Dean's advisory committee, and ii) a faculty advisory committee. Identified UB2020 strategic strengths included:
 - o Artistic Expression and Performing Arts
 - o Civic Engagement and Public Policy
 - o Cultures and Texts
 - o Extreme Events: Mitigation and Response
 - $\circ \quad \text{Health and Wellness Across the Lifespan}$
 - o Information and Computing Technology
 - Integrated Nanostructured Systems
 - Molecular Recognition in Biological Systems and Bioinformatics
- Coordinated management of strategic strengths through a committee that included eight strategic strength faculty advisory committee chairs (one per strategic strength).
- Developed review process for assessing progress of the eight diverse strategic strengths. This included procedures to track investments in UB2020 Strategic Strengths.
- Chaired committee responsible for providing a strategic plan for a newly purchased UB Downtown Gateway building located at the developing downtown campus.
- Established the UB2020 strategic strengths resource center.

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- Organized the planning process for implementation of several strategic strengths.
- Developed a model university process for inter-disciplinary hiring. This included processes for multi-department and multi-school hires.
- Facilitated implementation of Strategic Strengths in collaboration with upper administration (Deans, VPs, Provost and President) and faculty leaders (including negotiations of strategic plan, hiring plans and infrastructure investments).

August 2006 – June 2007: Faculty Leadership Program

- Faculty Leadership Fellow reporting to Provost.
- Developed a plan for organization of strategic strengths (as part of UB2020 strategic planning process).
- Proposed administrative structure for strategic strengths.

July 2006 – June 2007: Faculty Advisory Committee Chair, Integrated Nanostructured Systems (A UB2020 Strategic Strength)

- Responsible for organizing effort of the University at Buffalo's Strategic Strength in Integrated Nanostructured Systems.
- Developed the budget model for the strength.
- Organized the planning of research themes and associated faculty hires. The hiring plan included 29 distinct hires across five academic units at the University at Buffalo (the schools of Engineering and Applied Sciences, Pharmacy and Pharmaceutical Sciences, Medicine and Biological Sciences, Dental Medicine and the College of Arts and Sciences).
- Worked with the five Academic Deans and the Vice President for Research to implement the research initiatives and faculty hires.

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Board Memberships

August 2017 - present: Member of the Donald Danforth Plant Science Center **Board of Directors** August 2017 – present: Member of the Hawthorn Foundation Board of Directors Executive Committee: 2018-present June 2018 – present: Member of the Campus Compact Board of Directors Sept. 2018 – present: Member of the Missouri Energy Initiative Board of Directors Feb. 2016 - July 2017: Member of the Carnegie Pathways Advisory Board Oc. 2015 - July 2017: Member of the New York State Photonics Board Jan. 2012 – Sept. 2014: Member of the Buffalo Niagara Enterprise Board of Directors. Oct. 2011 - Sept. 2014: Member of the CUBRC Board of Directors. Oct. 2011 - Sept. 2014: Member of the Buffalo 2020 Corporation Board of Directors. Chair: December 2011 - present Spring 2008 – Sept. 2014: Member of the New York Sea Grant Institute Board of Governors. Executive Committee: 2012 - 2014 Chair: April 2012 - 2014 Vice Chair: Jan. 2012 - April 2012 Jan. 2012 - Sept. 2014: Member of the Hauptman-Woodward Institute Board of Directors.

Professional Memberships and Activities

Society Memberships:

Fellow, American Association for the Advancement of Science American Society for Engineering Education (ASEE)
Eta Kappa Nu
Senior Member, Institute of Electrical and Electronics Engineers (IEEE)
Materials Research Society (MRS)
Fellow, National Academy of Inventors
Optical Society of America (OSA)
Full Member, Sigma Xi: The Scientific Research Honor Society
Fellow, SPIE – The International Society for Optics and Photonics

Journal Editorships:

Associate Editor, Journal of Nanophotonics Editor, Light: Science & Applications

Journal Reviewer:

Advanced Materials, Applied Physics Letters, IEEE Electron Devices, IEEE Journal of Quantum Electronics, IEEE Photonics Technology Letters, IEEE Transactions on Advanced Packaging, IEEE Transactions on Components and Advanced Packaging, IEEE Transactions on Education, Journal of Applied Physics, Journal of Crystal Growth, Optics

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Communications, Optics Letters, Optics Express, Physica E-Low-Dimensional Systems & Nanostructures, Solid State Communications and others.

Conference Organization:

February 2017: Co-Chair of "Nanoscale Imaging, Sensing, and Actuation for Biomedical Applications XIII," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, January 28 – February 2, 2017.

February 2016: Co-Chair of "Nanoscale Imaging, Sensing, and Actuation for Biomedical Applications XII," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, February 13-18, 2016.

February 2015: Co-Chair of "Nanoscale Imaging, Sensing, and Actuation for Biomedical Applications XI," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, February 7-12, 2015.

February 2014: Co-Chair of "Nanoscale Imaging, Sensing, and Actuation for Biomedical Applications X," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, February 1-6, 2014.

February 2013: Co-Chair of "Nanoscale Imaging, Sensing and Actuation for Biomedical Applications IX," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, February 2-7, 2013.

January 2012: Co-Chair of "Nanoscale Imaging, Sensing and Actuation for Biomedical Applications VIII," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, January 21-26, 2012.

January 2011: Co-Chair of "Nanoscale Imaging, Sensing and Actuation for Biomedical Applications VII," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, January 22-27, 2011.

January 2010: Co-Chair of "Nanoscale Imaging, Sensing and Actuation for Biomedical Applications VI," SPIE Photonics West, BiOS Annual Conference, San Francisco, CA, January 23-28, 2010.

January 2009: Co-Chair of "Nanoscale Imaging, Sensing and Actuation for Biomedical Applications V," SPIE Photonics West, BiOS Annual Conference, San Jose, CA, January 24-29, 2009.

March 2008: Co-Chair of "Magnetic Excitations in Semiconductors – A Bridge to the Next Decade," MagEx 2008, Buffalo, NY, March 6-8, 2008.

January 2008: Co-Chair of "Nanoscale Imaging, Sensing and Actuation for Biomedical Applications IV," SPIE Photonics West, BiOS Annual Conference, San Jose, CA, January 19-24, 2008.

April 2007: Co-Chair of "Symposium XX: Hybrid Functional Materials for Optical Applications," MRS Annual Meeting, San Francisco, CA, April 9-13, 2007.

January 2007: Co-Chair of "Nanoscale Imaging, Spectroscopy, Sensing and Actuation for Biomedical Applications IV," SPIE Photonics West, BiOS Annual Conference, San Jose, CA, January 20-25, 2007.

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January 2006: Co-Chair of "Nano/Biophotonics and Biomedical Applications," SPIE Photonics West, BiOS Annual Conference, San Jose, CA, January 21-26, 2006.

January 2005: Co-Chair of "Nano/Biophotonics and Biomedical Applications," SPIE Photonics West, BiOS Annual Conference, San Jose, CA, January 22-27, 2005.

December 2004: Chair of Symposium "Novel Materials for Nanophotonics," MRS Annual Meeting, Boston, MA, November 29-December 3, 2004.

August 2004: Co-Chair of "Nanophotonic Materials," SPIE – The International Society for Optical Engineering, Annual Meeting, Denver, CO, August 2-6, 2004.

January 2004: Chair of "Nano/Biophotonics and Biomedical Applications," SPIE Photonics West, BiOS Annual Conference, San Jose, CA, January 24-29, 2004.

August 2003: Program Committee, IEEE Nanotechnology Conference, IEEE-Nano 2003, San Diego, CA, August 12-14, 2003.

August 2003: Chair of "Organic and Hybrid Materials for Nanophotonics," SPIE The Annual Meeting, San Diego, CA, August 3-8, 2003.

April 2001: SPIE Opto-NorthEast and Imaging 2001, Conference Chair for Optoelectronic and Photonic Devices, Rochester, NY, April 10-11, 2001.

Fall 1999 – Spring 2000: Member of the American Society for Engineering Education (ASEE) technical committee for the St. Lawrence Sectional Meeting, Alfred, NY, March 30-April 1, 2000.

Spring 1999 – January 2000: Member of the international program committee (IPC) for the International Conference on Simulation and Multimedia in Engineering Education 2000, San Diego California, January 23-27, 2000.

Service

Scientific Service:

January – February, 2014: Reviewer for Department of Energy, Basic Energy Sciences, Early Career Research Program 2014.

April 2013 and May 2014: Member of the American Association for the Advancement of Science's Review Panel for the EPSCoR program of South Dakota. Interviews held in Sioux Falls, SD.

January – March, 2013: Reviewer for Department of Energy, Basic Energy Sciences, Early Career Research Program 2013.

September 24-25, 2012: Member of the NSF IGERT review panel, Arlington, VA.

January – March, 2012: Reviewer for Department of Energy, Basic Energy Sciences, Early Career Research Program 2012.

February 1-3, 2012: Member of the NSF Division of Materials Research, Electronic and Photonic Materials Panel 4, Arlington, VA.

January 17, 2010: Member of the NSF STTR Review panel on "Photovoltaics," Arlington, VA.

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November 4-6 2009: Member NIH review panel for P41 program reverse site visit for Duke University Photonics Center, Washington, DC.

September 17, 2009: Member of the NSF SBIR Review panel on "Magnetic and Sensor Materials," Arlington, VA.

November 2008: Member of the Natural Sciences and Engineering Research Council of Canada (NSERC) site review team for the Major Resource Support (MRS) Program. One of 5 team members to review The Laboratory of Micro and Nanofabrication (LMN), Institut National de la Recherche Scientifique (INRS).

March 2008: Member of the site review committee for the National Institutes of Health, National Institute of Biomedical Imaging and Bioengineering (NIBIB) Technology Resource Center in Biophotonics and Nanosensing at Duke University.

February 2007: Member of National Science Foundation's Review Panel for the Directorate for Engineering's Division of Electrical, Communications and Cyber Systems (ECCS) focused on Nanoscale Exploratory Research Teams for Active Nanostructures and Nanosystems, NSF, Arlington, VA.

April 2004: Member of National Science Foundation's CREST program Review Panel, NSF, Arlington, VA.

April 2004: Member of National Science Foundation's Spintronics Panel for Electrical and Communications Systems (ECS), unsolicited proposal, NSF, Arlington, VA.

November 2003: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems, CAREER Panel, *Electronics, Photonics, and Device Technologies*, NSF, Arlington, VA.

October 2003: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems, CAREER Panel, *Electronics, Photonics, and Device Technologies*, NSF, Arlington, VA.

November 2002: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems, CAREER Panel, *Electronics, Photonics, and Device Technologies*, NSF, Arlington, VA.

November 2001: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems, CAREER Panel, *Electronics, Photonics, and Device Technologies*, NSF, Arlington, VA.

July 2001: Member of National Science Foundation's Review Panel for Directorate for Undergraduate Education, *Course, Curriculum and Laboratory Innovation*, (NSF-CCLI #2), NSF, Arlington, VA.

April 2000 – April 2001: Secretary, St. Lawrence Section of the American Society for Engineering Education.

December 2000: National Science Foundation Workshop on "The Future Revolution in Optical Communications and Networking," Washington, D. C., (one of approximately 70 invited nationwide).

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November 2000: Reviewer of the National Science Foundation's Award #9752693, "Handson Laboratory Projects for Non-Engineers: Learning Scientific Principles in the Context of Everyday Technology," John Krupczak, Hope College, Holland, MI.

May 2000: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems, *Electronics, Photonics, and Device Technologies*, (NSF-EPDT #4), NSF, Arlington, VA.

August 1999: Member of National Science Foundation's Review Panel for the Directorate for Education and Human Resources' Division of Undergraduate Education Course Curriculum and Laboratory Improvement Program, (ILI-27), Washington, DC.

May 1999: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems, *Electronics, Photonics, and Device Technologies*, (NSF-EPDT #1), Washington, DC.

March 1998: Member of National Science Foundation's Review Panel for Directorate for Engineering's Division of Electrical and Communications Systems *Physical Foundations of Enabling Technologies* Program, (NSF-PFET #2), Washington, DC.

January 1998: Member of National Science Foundation's Review Panel for the Directorate for Education and Human Resources' Division of Undergraduate Education Instrumentation and Laboratory Improvement Program, (ILI-27), Washington, DC.

Community Service

Summer 2010 – Offer Summer Camp, "Innovation Station" for 8-11 year olds, July 26-30, 2010; Camp focused on Basic Physics and Engineering of Optical Sciences.

Spring 2010 – 7th & 8th Grade Science Presentation, "Nanostructured Optical Devices," 2010.

Spring 2007 - UB Engineer's Week Presentation, "Nanoengineering: Past and Future," 2007.

Spring 2007 – Integrated Nanostructured Systems East Aurora High School campus visit.

- *Fall 1995-2014:* Fall Campus Visit Program, UB Open House, UB Preview Day, Take your Daughters to Work Day.
- Spring 2006: Third grade "Light Lab" Explore Lab, Country Parkway Elementary School, Williamsville, NY.
- *Spring 2006:* Mentor for the State University of New York Louis Stokes Alliance for Minority Participation Program.
- *Fall/Spring 2005-2006:* Mentor for three students in the State University of New York Collegiate Science & Technology Entry Program.
- *Fall 2005:* Third Grade Science Laboratory, Country Parkway Elementary School, Williamsville, NY.
- Summer 2005: Mentor for State University of New York Louis Stokes Alliance for Minority Participation Program.
- Spring 2000: Guest Lecturer, Orchard Park School Eighth Grade Science Assembly, "Lasers and Photonics."
- Summer 1999: Mentor for State University of New York Louis Stokes Alliance Louis Stokes for Minority Participation

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- Summer 1997: Mentor for State University of New York Louis Stokes Alliance for Minority Participation.
- Summer 1996: Supervised SEAS Buffalo-Area Engineering Awareness for Minorities (BEAM) Honors Research Summer Program Student.

University Service

- *November 2012 September 2014:* Member, Council on Research Policy and Graduate Education (CRPGE) Executive Committee.
- *Fall 2011 Spring 2012:* Member, University at Buffalo Provost and Executive Vice President for Academic Affairs Search Committee.
- *Fall 2011 Spring 2012:* Member, President of the Research Foundation / SUNY Vice Chancellor for Research Search Committee.
- Spring 2012 Fall 2012: Member, Dean of the School of Engineering and Applied Sciences Search Committee.
- March 2011: Participant in the 25th Annual Science Exploration Day.
- Fall 2007 Spring 2009: Member, Provost's Vast Potential Working Group

A coterie of deans and faculty, at the behest of the provost, engaged in a discussion regarding the vast potential of the Buffalo Niagara Region. The conversation focused, in large measure, on the unique attributes of our region.

Fall 2007 - June 2010: Member, Committee on Environmental Stewardship.

Created in November 2007 to lead UB's work toward fulfilling UB's President's endorsement of the American College and University Presidents Climate Commitment (ACUPCC) and in pursuit of a broader agenda for sustainable development and design on our three campus centers.

- Fall 2006 Spring 2009: Member, Development Program Advisory Council.
- Fall 2002 Spring 2007: Chair of ILPB Executive Committee.
- Spring 2002 present: Director: Institute for Lasers, Photonics and Biophotonics.
- Spring 2001 Spring 2007: Member of the University at Buffalo Faculty Senate's Budget Priorities Committee.

This committee advised the President in the development of the university budget, recommended criteria for the allocation of the university budget funds related to the development and implementation of programs related to the academic mission and recommended and reported regularly to the faculty senate.

- Fall 1999 present: Serving as member of the Graduate School Fellowship Committee.
- Spring 1999 present: Director: CAPEM/MRIF Ultrafast Laser Facility.
- Fall 2007 July 2009: Vice Provost for Strategic Initiatives.
- *Fall 2006 July 2009:* Member, University at Buffalo's Strategic Strengths Advisory Committee, Advisory to the University at Buffalo Provost (Satish Tripathi).
- Fall 2007 May 2009: Chair, UB Downtown Gateway Committee.
- *Fall 2006 Spring 2008:* Member, University at Buffalo's Research Advisory Council (RAC), Advisory to the Vice President for Research (Jorge Jose).
- Fall 2006 Fall 2007: Director, UB2020 Integrated Nanostructured Systems Initiative.

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Integrated Nanostructured Systems at UB aims to transform nanoscience discoveries into integrated technologies that advance information processing and storage, biomedical diagnostics and therapy, and renewable energy sources for the benefit of industry, human health, the environment, and society.

Fall 2006 - Spring 2007: Faculty in Leadership Program, Mentor: Provost Satish Tripathi.

Spring 2005: Chair: White Paper Committee for UB2020 Foci of Excellence on Nanomaterials (Integrated Nanostructured Systems).

Fall 2004 – Spring 2005: Member; University at Buffalo Task Force on Centers and Institutes.

- *Fall 2004 Spring 2005:* Member; University at Buffalo Task Force on Research Incentives and Support.
- May 1997 January 2005: Center for Advanced Photonics and Electronic Materials. Actively participated in center activities for the University at Buffalo center focusing on photonic and opto-electronic materials.

April 1997, 1998, 1999, 2000, 2001, 2002, 2003: Judge for Sigma Xi Annual Student Research Competition. Sponsored by the Vice Provost for Graduate Education and Research.

Fall 2002: Member; SUNY Sensor Planning Committee.

- Fall 2001 Fall 2002: Member; SUNY Faculty Senate Graduate Research and Education Committee.
- *Fall 1999 Spring 2002:* Member; Advisory Board of the Institute for Research and Education on Women and Gender.
- Spring 1997 Fall 2001: Served as a SEAS representative to the Provost's Junior Faculty Advisory Council.
- *Fall 1999 May 2000:* Serving as alternate for the School of Engineering and Applied Sciences representatives to the University Faculty Senate.
- *Fall 1999:* Served as faculty representative in the University at Buffalo Mission Review Process (one of only two faculty members invited to participate).
- September 1995 May 1997: Center for Electronic and Electro-optic Materials, University at Buffalo; actively participated in center activities.

Faculty Service

Fall 1998 – Spring 2014: Serving as the Freshmen Mentor for declared Engineering Freshmen for the School of Engineering and Applied Science (SEAS) Computing Committee.

Fall 2007 – June 2009: Member: EE Executive Committee

Fall 2006 - Spring 2007: Vice Chair, SEAS Faculty Personnel Committee

Fall 2005 - Fall 2006: Member: SEAS Faculty Personnel Committee

Fall 2005 – Spring 2006: Chair, SEAS Dean Search Committee.

Spring 1999 – Fall 2003: Associate Director: Center for Active-learning of Microelectronics in Administration and Photonics.

Fall 1998 – Fall 2003: Serving as the Faculty Advisor for the University at Buffalo American Society for Engineering Education Student Club (UB-ASEE).

Fall 2002 - Spring 2003: Member: SEAS Research Advisory Committee.

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Summer 1998 – Spring 2000: Serving as the Electrical Engineering Representative to the School of Engineering and Applied Science (SEAS) Computing Committee.

Departmental Service

Spring 1996 – present: Director: Laboratory for Advanced Spectroscopic Evaluation. Spring 2008 – June 2009: Member: Electrical Engineering Research Space Group. Fall 2007 - June 2009: Member: New SEAS Building and Space Committee. Fall 2005 – Spring 2007: EE Course Scheduling. Fall 2005 - Spring 2007: Member: New SEAS Building, Department Committee. Fall 2003 - Spring 2007: Member: Awards Committee. Spring 2006 - Summer 2006: Chair: Electrical Engineering Faculty Search. Fall 2005 – Spring 2006: Member: Faculty Recruitment Bio Committee. Fall 2004 – Spring 2006: Chair: Electrical Engineering Graduate Curriculum Committee. Fall 2004 - Spring 2006: Member: Graduate Admissions Committee. Fall 2003 – Spring 2006: Member: Staff Duties & Evaluation Committee. Spring 2003 - Spring 2006: Member: Undergraduate Curriculum Committee. Summer 1999 - Spring 2006: Electrical Engineering Graduate Committee. Fall 2001 - Spring 2005: Member: Electrical Engineering Space Committee. Fall 2004 – 2005: Electrical Engineering Graduate Seminar Coordinator. Fall 2002 - Spring 2003: Member: Accreditation Board for Engineering and Technology Committee. Fall 2000 - Fall 2002: Director: Financial Aid and Teaching Assistants. Fall 2001 - Spring 2002: Member: Electrical Engineering Search Committee. Fall 2001 - Spring 2002: Member: Electrical Engineering Chair Search Committee. Summer 1998 - Spring 2000: Electrical Engineering Webmaster. Fall 1999: Electrical Engineering Course Revitalization Committee. Summer 1998 - Fall 1999: Electrical Engineering Year 2000 Coordinator. Spring 1998: Electrical Engineering Planning Committee. Spring 1998: Electrical and Computer Engineering Curriculum Reform Committee. Spring 1995 - Spring 1997: Graduate Seminar Coordinator. Fall 1996: Head of ECE Strategic Planning Sponsored Research Subcommittee.

Education

Courses Taught

Fall 2016:	EE 598 – Individual Problems: <i>1 student</i> EE 699 – Dissertation (PhD): <i>1 student</i>
Spring 2016:	EE 699 – Dissertation (PhD): 1 student
Fall 2015:	EE 699 – Dissertation (PhD): 2 students PHY 600 – Graduate Research (PhD): 1 student

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Spring 2015:	EE 499 – Independent Study: <i>1 student</i> EE 699 – Dissertation (PhD): <i>2 students</i> PHY 600 – Graduate Research (PhD): <i>1 student</i>
Fall 2014:	EE 699 – Dissertation (PhD): 5 students PHY 600 – Graduate Research (PhD): 1 student
Spring 2014:	EE 598 – Independent Study: <i>1 student</i> EE 699 – Dissertation (PhD): <i>3 students</i> PHY 600 – Graduate Research (PhD): <i>1 student</i>
Fall 2013:	EE 598 – Independent Study: <i>1 student</i> EE 699 – Dissertation (PhD): 5 <i>students</i> PHY 600 – Graduate Research (PhD): <i>1 student</i>
Spring 2013:	EE 699 – Dissertation (PhD): 4 students PHY 600 – Graduate Research (PhD): 1 student
Fall 2012:	EE 699 – Dissertation (PhD): 4 students PHY 600 – Graduate Research (PhD): 1 student
Spring 2012:	EE 499 – Independent Study: 2 students EE 699 – Dissertation (PhD): 7 students PHY 600 – Graduate Research (PhD): 1 student
Fall 2011:	EE 699 – Dissertation (PhD): 7 student PHY 600 – Graduate Research (PhD): 1 student
Spring 2011:	EE 699 – Dissertation (PhD): 9 students
Fall 2010:	EE 598 – Individual Problems: <i>4 students</i> EE 699 – Dissertation (PhD): <i>9 students</i>
Spring 2010:	EE 598 – Individual Problems (MS): 4 students (PhD) 1 student EE 599 – Masters Research: 1 student EE 699 – Dissertation (PhD): 6 students EE 701 – Special Topics: 1 student
Fall 2009:	EE 202 – Circuit Analysis I: 161 students EE 494 – Senior Capstone Project: 2 students EE 598 – Individual Problems (MS): 4 students, (PhD) 1 student EE 599 – Masters Research: 1 student EE 699 – Dissertation (PhD): 4 students
Spring 2009:	EE 598 – Individual Problems (PhD): 2 students EE 699 – Dissertation (PhD): 4 students
Fall 2008:	EE 202 – Circuit Analysis I: 159 students EE 498 – Undergraduate Research: 1 student EE 598 – Individual Problems (MS): 1 student, (PhD) 2 students EE 699 – Dissertation (PhD): 3 students
Spring 2008:	EE 598 – Individual Problems (MS): 1 student, (PhD) 2 students EE 599 – Masters Research: 1 student EE 699 – Dissertation (PhD): 3 students

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Fall 2007: EE 202 – Circuit Analysis I: 158 students EE 598 - Individual Problems (MS): 1 student, (PhD): 1 student EE 699 - Dissertation (PhD): 2 students PHY 600 – Graduate Research (PhD): 1 student Spring 2007: EE 490/590 – Consumer Optoelectronics: 8 students/16 students EE 598 - Individual Problems (MS): 2 students, (PhD): 2 students EE 599 – Masters Research: 1 student EE 699 – Dissertation (PhD): 5 students PHY 600 - Graduate Research (PhD): 1 student UE 141 - Integrated Nanostructured Systems Freshman Seminar Series: 7 students Fall 2006: EE 489/589 - Lasers & Photonics: 10 students/11 students EE 598 - Individual Problems (MS): 1 student EE 599 – Masters Research: 6 students EE 699 - Dissertation (PhD): 5 students PHY 600 - Graduate Research (PhD): 1 student UE 141 - Integrated Nanostructured Systems Freshman Seminar Series: 9 students Spring 2006: EE 494/594 – Consumer Optoelectronics: 12 students/6students EE 499 – Independent Study: 1 student EE 598 - Individual Problems (PhD): 1 student EE 599 – Masters Research: 2 students EE 699 - Dissertation (PhD): 8 students PHY 600 - Graduate Research (PhD): 1 student Fall 2005: EE 492 - Lasers and Photonics: 18 students EE 598 - Individual Problems (PhD): 5 students EE 599 – Masters Research: 2 students EE 699 - Dissertation (PhD): 7 students PHY 600 - Graduate Research (PhD): 1 student Spring 2005: EE 494/594 – Consumer Optoelectronics: 14 students/17 students EE 499 – Independent Study: 2 students EE 586 - EE Graduate Seminar: 73 students EE 720 - Thesis (PhD): 2 students EE 730 - Individual Problems: 3 students EE 740 - Dissertation (PhD): 7 students Fall 2004: EE 492 - Lasers and Photonics: 27 students EE 499 – Independent Study: 3 students EE 585 - EE Graduate Seminar: 88 students EE 720 - Thesis (PhD): 4 students EE 730 - Individual Problems: 2 students EE 740 – Dissertation (PhD): 8 students

Spring 2004: EE 494/594 – Consumer Optoelectronics: 16 students/9students

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EE 499 – Independent Study: 2 students EE 511 - Problems in Biomedical Engineering: 12 students EE 710 - Engineering Project: 1 student EE 720 - Thesis (MS): 3 students EE 730 – Individual Problems: 4 students EE 740 – Dissertation (PhD): 9 students Fall 2003: EE 202 – Circuit Analysis I: 175 students EE 492 - Lasers and Photonics: 21 students EE 710 - Engineering Project: 2 students EE 720 - Thesis (MS): 2 students EE 730 - Individual Problems: 4 students EE 740 - Dissertation (PhD): 7 students Spring 2003: EE 511 – Problems in Biomedical Engineering: 21 students EE 710 - Engineering Project: 1 student EE 720 - Thesis (MS): 2 students EE 730 - Individual Problems: 1 student EE 740 - Dissertation (PhD): 11 students Fall 2002: Sabbatical EE 499 – Independent Study: 1 student EE 710 - Engineering Project: 1 student EE 720 - Thesis (MS): 2 students EE 730 - Individual Problems: 7 students EE 740 - Dissertation (PhD): 8 students Spring 2002: EE 494/594 - Consumer Optoelectronics: 5 students/12 students EE 499 - Independent Study: 2 students EE 710 - Engineering Project: 3 students EE 720 - Thesis (MS): 2 students EE 730 - Individual Problems: 6 students EE 740 - Dissertation (PhD): 7 students Fall 2001: EE 492 - Lasers and Photonics: 12 students EE 499 – Independent Study: 1 student EE 566 - Optical Communications: 21 students EE 710 – Engineering Project: 1 student EE 730 - Individual Problems: 2 students EE 740 - Dissertation (PhD): 5 students Spring 2001: EE 494/594 - Consumer Optoelectronics: 10 students/5 students EE 710 - Engineering Project: 4 students EE 720 - Thesis (MS): 1 student EE 730 - Individual Problems: 4 students EE 740 - Dissertation (PhD): 4 students Fall 2000: EE 492 – Lasers and Photonics: 17 students EE 499 - Independent Study: 1 student EE 720 – Thesis (MS): 3 students

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	EE 730 – Individual Problems: 5 students EE 740 – Dissertation (PhD): 2 students UE 151 – Honors Seminar on Consumer Electronics: 27 students
Spring 2000:	EE 494/594 – Consumer Optoelectronics: <i>10 students/6 students</i> EE 499 – Independent Study: <i>1 student</i> EE 502 – Individual Problems (MS): <i>1 student</i> EE 560 – Thesis (MS): <i>3 students</i> EE 660 – Dissertation (PhD): <i>2 students</i>
Fall 1999:	EE 492 – Lasers and Photonics: 27 students EE 499 – Independent Study: 1 student EE 501 – Individual Problems (MS): 3 students EE 545 – Engineering Project (MS): 1 student EE 559 – Thesis (MS): 5 students EE 659 – Dissertation (PhD): 1 student
Spring 1999:	EAS 230 – Higher Level Language (C++): 69 students EE 494/594 – Consumer Optoelectronics: 16 students/3students EE 499 – Independent Study: 1 student EE 502 – Individual Problems (MS): 1 student EE 560 – Thesis (MS): 3 students EE 660 – Dissertation (PhD): 1 student
Fall 1998:	ECE 492/592 – Lasers and Photonics: 8 students/5 students ECE 499 – Independent Study: 3 students ECE 501 – Individual Problems (MS): 2 students ECE 559 – Thesis (MS): 1 student ECE 659 – Dissertation (PhD): 1 student
Spring 1998:	EAS 230 – Higher Level Language (C++): 56 students ECE 494/594 – Laser Electronics 2: 5 students/2 students ECE 499 – Independent Study: 1 student ECE 502 – Individual Problems (MS): 2 students ECE 602 – Individual Problems (Phd): 1 student ECE 660 – Dissertation (PhD): 1 student
Fall 1997:	ECE 492/592 – Laser Electronics: 5 students/9 students ECE 499 – Independent Study: 4 students ECE 501 – Individual Problems (MS): 1 student ECE 559 – Thesis (MS): 1 student ECE 601 – Individual Problems (Phd): 1 student ECE 659 – Dissertation (PhD): 1 student
Spring 1997:	EAS 230 – Higher Level Language (C++): 69 students ECE 499 – Independent Study: 6 students ECE 502 – Individual Problems (MS): 1 student ECE 504 – Supervised Research (MS): 1 student ECE 560 – Thesis: 1 student ECE 586 – ECE Graduate Seminar: 39 students

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Fall 1996:	ECE 494/594 – Laser Electronics 2: 4 students/2 students ECE 499 – Independent Study: 6 students ECE 501 – Individual Problems (MS): 1 student ECE 585 – ECE Graduate Seminar: 44 students
Spring 1996:	ECE 492/592 – Laser Electronics: 10 students/6 students ECE 499 – Independent Study: 2 students ECE 502 – Individual Problems (MS): 1 student ECE 602 – Individual Problems (PhD): 1 student
Fall 1995:	ECE 202 – Circuit Analysis I: <i>41 students</i> ECE 499/EE499: Undergraduate independent Study: These projects range from programming applications for the laboratory to the design and implementation of experimental apparatus.
	implementation of experimental apparatus.

Research Supervision:

Previous Postdoctoral Researchers

Tim Thomay: Main contact in the Cartwright lab and is responsible for all aspects of research in the Laboratory for Applied Spectroscopic Evaluation.

Sung Jin Kim: Responsible for Ultrafast Spectroscopy, and Solar Cell Fabrication and Characterization.

- Maurice Cheung: Optical Properties of Wide Bandgap III-nitrides, Zinc Oxide and III-N/Zinc Oxide Heterostructures.
- Fei Chen, Primary Responsibility: Ultrafast Spectroscopy of III-N Materials and Devices.

Hans Andreas Nickel, Primary Responsibility: CAPEM/MRIF Ultrafast Laser Facility.

Current PhD Students (expected graduation date listed)

None at this time.

Graduated PhD Students

- May 2019 Alec Cheney, "Dynamics and Applications of Plasmonically Induced Resistance in Metal Nanogratings"
- May 2019 Borui Chen, "Metallic Nanostructures for Opto-Plasmonic and Electro-Plasmonic Applications"

February 2016 – Joe Murphy, "Time-Resolved Spectroscopy of Low-Dimension Semiconductor Structures"

- February 2016 Tianmu Zhang, "Energy Harvesting Applications and Spectroscopy of Nanocrystals"
- May 2015 Tania Moein, "Metamaterials: Enhancing Efficiency of Photovoltaics"
- May 2014 Xi Wang, "Metamaterials on Fibers: Nanofabrication for Optical Applications"
- September 2013 Bin Zhou, "Optical Properties of DNA Biomaterial and Application to UV-Photoconductors"
- September 2012 Huina Xu, "Optically Selective Nanostructures and Optical Sensing Applications"

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September 2012 - Ke Liu, "Graded Photonic Bandgap Structures and Applications"

September 2012 – Prateek Sharma, "EMCCD Based X-Ray Imaging System"

September 2011 - Bin Qu, "EMCCD Based X-Ray Imaging System"

May 2011 - DongHo Lee, "Low Cost Solution Based Solar Cells"

September 2008 – Sung Jin Kim, "Nanostructured Devices for Next Generation Photovoltaics"

December 2007 – Ram Thapa, "Hybrid Inorganic: Organic Light-emitting Diodes: Fabrication and Characterization"

September 2007 - Zhou Lu, "E-Beam Lithography of Nanoscale Structures for Sensors"

September 2007 – Daniel Kaputa, "Optical Trapping, Delivery, and Imaging of Nanoparticles in Cells"

February 2007 – Maurice Cheung, "Development of Visible and UV Devices Using Alternative Substrates"

September 2006 – Vamsy Chodavarapu, "Integrated CMOS Photonic Sensor Systems for In-Vivo Monitoring of Biomarkers"

September 2005 – Paul Sweeney "Piezoelectricity and Indium Segregation in III-Nitride Heterostructure Devices"

September 2005 – Vincent Hsiao, "Composite Nanostructured Liquid Crystals for Optical Switching"

September 2004 – Fei Chen, "Ultrafast spectroscopy of InN epilayers and InGaN/GaN Heterostructures"

February 2004 – Madalina Furis, "Time-Resolved Photoluminescence Spectroscopy of Nitride Emitters"

September 2003 – Heng Liu, "Phase Reconstruction of Phase Shifted Moiré Interferograms Using Continuous Wavelet Transforms"

February 2001 – Ying Zhao, "Thermomechanical Behavior of Ball Grid Array Solder Joints under Thermal and Vibration Loading: Testing and Modeling"

Current Masters Students

None at this time.

Graduated Masters Students

February 2008 – Elizabeth Nio, non-thesis option, researched on holographic polymeric photonic bandgap structures.

June 2007 – Dae Yu Kim, "Design of CCD and EMCCD Sensors Readout Circuitry for Digital X-ray Imaging"

September 2006 – Jason Bowker, "The Fabrication of a Linear Polarizer and an Angle Dependant Reflection Grating by means of Holographic Lithography"

September 2006 – Nihal Shastry, "Sigma Delta A/D Modulator Design for SOC Implementation of a Glucose Biosensor"

September 2005 – Rana Bhowmick, "An Integrated CMOS Optical Detector for Chemical and Biological Sensors"

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- August 2005 Sarojini Ramakrishnan, "Reflectance Spectroscopy of Skin and application in Skin Biometry"
- August 2005 Preeti Gupta, "Photonic Crystal Based Optical Circuitry"
- June 2005 Gurinder Singh, "Ultrafast Spectroscopy Core-shell and Hybrid Quantum Well-quantum Dot Heterostructures"
- June 2005 Sharat Chikkerur, "Online Fingerprint Verification System"
- February 2005 Preeti Joshi, "A Wireless Sensor Network using Multiple Protocols"
- September 2004 Bhanu S. Nandamuri, "Data Acquisition and Processing using MPLAB"
- April 2004 Emmanuel T. Nishanth, "Detection of Proteins Using an Evanescent Wave Fiber Optic Sensor: Application to signal Transducers and Activators of Transcription 3 (STAT3)"
- September 2003 Sreeja Raghanuth, "Real-Time Adaptive Alignment of Free-Space Optical Interconnects for Integrated Circuits"
- February 2003 Vamsy Chodavarapu, "Photonics Simulations using Java"
- February 2003 Christian Körner, "Intraband Lasers for Communications"

September 2002 – Michael Pan, "Organic Light Emitting Diodes"

- February 2002 Menq Pan, Project, "Reflection and Differential Reflection Measurements of III-N Heterostructures"
- September 2001 Pratibha Gopalam, "Frameworks for Java™ Simulation Tools and E-Laboratories"
- June 2001 Heng Liu, Project, "Phase Shifting Moiré Interferometry for Electronic Packaging"
- June 2001 Matthew Blasczak, Masters Thesis, "An Experimental Whole Field Ultrafast Interferometric Technique for Nondestructive Evaluation and Material Characterization"
- June 2001 Tatsuya Saito, Project, "CW Photoluminescence of III-N Materials"
- December 2000 Maurice Cheung, "Numerical Monte Carlo Simulations of III-N Heterostructures"
- June 2000 David Vu, "Image Processing to Enhance and Automate Determination of Strain in Electronic Packaging"

December 1999 – Paul Sweeney, Non-thesis option to continue for PhD

August 1997 – Christian H. Wengerter, "Differential Reflection Measurements of Quantum Well Structures for Optical Modulators"

Current Supported Research Assistants

None at this time.

Graduate Committees

February 2016 – Dengxin Ji (Electrical Engineering, PhD) August 2014 – Jinwei Zeng (Electrical Engineering, PhD) December 2013 – Swetadri Vasan Setlur Nagesh, (Electrical Engineering, PhD) May 2013 – Apra Pandey, (Electrical Engineering, PhD)

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May 2013 – Fatema Alali, (Electrical Engineering, PhD) May 2012 – Ethan Gibson, (Electrical Engineering, PhD) August 2011 – Vincent Whiteside, (Physics, PhD) August 2011 – Kangsun Lee, (Electrical Engineering, PhD) August 2011 – Ying Huang, (Electrical Engineering, PhD) May 2011 – Bicheng Chen, (Civil, Structural and Environmental Engineering, PhD) September 2010 – Wing Cheung Law, (Electrical Engineering, MS) September 2008 – Chinmay Joshi, (Electrical Engineering, MS) September 2008 - Yili Quan, (Electrical Engineering, PhD) June 2007 – Jong-Uk Bae, (Electrical Engineering, MS) September 2006 – Bhanu Jaiswal, (Electrical Engineering PhD) September 2006 – Sirisha Karri, (Electrical Engineering PhD) September 2005 – Cibu Jose, (Electrical Engineering, MS) September 2005 – Gaurav Puri, (Electrical Engineering, MS) September 2005 – Harishankar Jayakumar, (Electrical Engineering, MS) June 2005 – Kiriti Bhagavathula, (Electrical Engineering, MS) February 2005 - Arunkumar Vedavyasan, (Electrical Engineering, MS) February 2005 – Michael Davenport, (Electrical Engineering, PhD) February 2005 – Massoud Momeni, (Electrical Engineering, MS) February 2005 – Shwetha Shekar, (Electrical Engineering, MS) September 2004 - Pavan Kumar Rudravaram, (Computer Science & Engineering, MS) September 2004 - Shubhrangshu Sengupta, (Electrical Engineering, MS) June 2004 – Hua Ye, (Civil, Structural and Environmental Engineering, PhD) September 2003 – Supriya P. Khanolkar, (Electrical Engineering, MS) September 2003 – Lihong Teng (Electrical Engineering, PhD) February 2003 – Hong Tang, (Civil, Structural and Environmental Engineering, PhD) February 2003 – Ye Pu (Mechanical Engineering, PhD) September 2002 – Jin-Hyuk Jeung (Electrical Engineering, MS) August 2001 - Shu-Zee Lo (Electrical Engineering, MS) February 2001 – Tao Tang (Electrical Engineering, MS) December 2000 - Zhiyong Yuan, (Electrical Engineering, MS) December 2000 - Bryan Mihalick (Chemical Engineering, MS) August 2000 – MiRan Park (Electrical Engineering, PhD) June 2000 - Elena Guliants (Electrical Engineering, PhD) August 1997 – Boguslaw Swedek (Chemistry PhD) July 1997 – Gary Edgar Ruland (Chemistry PhD) February 1997 – Jens Christoph Egerer (Electrical and Computer Engineering, MS) May 1996 – Seong-Ryong Ryu (Physics PhD)

Undergraduate Students

Supervised undergraduate students that included eight NASA scholarships winners, one NSF Graduate Research Fellowship winner, two Department of Defense Graduate Fellowship winners, and three Presidential Fellowship winners, and ten Senior Scholars. Topics have included and will include (listed as: **student name**, title of work, funding source, and research period, associated fellowship either for the work or due to the work):

1) **Tara Feuerstein**, "*Development of Nanophotonic Demonstration Modules*," NSF, Summer Research Program, Summer 2010.

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- Cecilia Simon, "Development of Nanophotonic Demonstration Modules," NSF, Summer Research Program, Summer 2010.
- 3) Erin Jacklin, *"Flexible Photonic Bandgap Structures for Sensing Applications,"* NIH Summer Research Program, Summer 2009.
- 4) Claire Lochner, "Flexible Solar Cells," Honors Program, Fall 2008.
- 5) Rene Van Ee, SUNY Louis Stokes Alliance for Minority Participation, Summer 2007.
- 6) Jamar Drue, SUNY Louis Stokes Alliance for Minority Participation, Summer 2007.
- Aggery Jacobs, "Development and Testing of Data Acquisition and Analysis Software," SUNY Louis Stokes Alliance for Minority Participation, Fall 2006, Spring 2007.
- 8) Akinbode Oluwaseyi, "*Photoluminescence of Zinc Oxide*," SUNY Louis Stokes Alliance for Minority Participation, Summer 2006.
- Hanan Basat, "Quantum Efficiency and Quantum Yield Measurements of Nanoparticles," SUNY Collegiate Science and Technology Entry Program, Spring 2006.
- 10) Lai Cheung, "Quantum Efficiency and Quantum Yield Measurements of Nanoparticle," SUNY Collegiate Science and Technology Entry Program, Spring 2006.
- 11) Ebow Cobbina, "Readout Interfaces for Integrated Sensors Systems," SUNY Collegiate Science and Technology Entry Program, Spring 2006.
- 12) Jose Caraballo, "Readout Interfaces for Integrated Sensors Systems," SUNY Louis Stokes Alliance for Minority Participation, Fall 2005.
- 13) Erin Hopkins, "Tailoring Polymeric Photonic Bandgap Devices for Biosensing Applications," NASA Undergraduate Research Scholarship, Fall 2005.
- 14) Mark Cianchetti, "*E-Beam Lithography*," NSF Sponsored Summer Research Experience for Undergraduates, Summer 2005.
- 15) Zachary Lochner, "Electron Beam Nanolithography," NSF Sponsored Summer Research Experience for Undergraduates, Summer 2005.
- 16) Nicholas Robinson, "*Readout Interfaces for Integrated Sensor Systems*," NSF Sponsored Summer Research Experience for Undergraduates, Summer 2005.
- 17) **Bizzy Abis ola Abdullai**, "*Optical Sensor for Oxygen Detection*," SUNY Louis Stokes Alliance for Minority Participation, Summer 2005.
- 18) Evan Haas, "Biologically Inspired Smart Sensor System (BIS³) for Health Monitoring," NASA Undergraduate Fellowship, Fall 2003 - Summer 2004.
- 19) **Aaron Vallet**, *"Nanoparticle-polymer light emitting diodes,"* NSF Sponsored Summer Research Experience for Undergraduates, Summer 2004.
- 20) Matthew Watkins, "Creating hybrid organic-inorganic InP quantum dot LED devices," NSF Sponsored Summer Research Experience for Undergraduates and NASA Undergraduate Scholarship, Summer 2003.
- 21) Paul Couchman, "Hybrid Materials and Devices," NASA Undergraduate Scholarship, Fall 2002 – Spring 2003.
- 22) Helen Shibru, "Measuring the bandgap energy of III-N Heterostructures using Reflectance Spectroscopy," NSF Sponsored Summer Research Experience for Undergraduates, Summer 2003
- 23) Anthony Guetta, "Simulation of Carrier Dynamics in III-N Materials," NASA Undergraduate Scholarship, Fall 2001 Spring 2002 (NSF Graduate Fellowship).

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- 24) Kerry Courtright, "Java Applet Development," NSF Research Experience for Undergraduates, Spring 2002.
- 25) Xin Hu, "Molecular Dynamics Simulation of Growth of III-N Materials," NASA Undergraduate Scholarship, Spring 2001 (NSF Graduate Fellowship).
- 26) Mark Andrews, "Development of Laser System for Photoluminescence of III-N Heterostructures," NASA Undergraduate Scholarship and NSF Research Experience for Undergraduates, Fall 2000 – Spring 2001 (NSF Graduate Fellowship).
- 27) Xin Hu, "Control and Data Acquisition using Labview," NSF Research Experience for Undergraduates, Fall 2000.
- 28) Stanley Bileschi, "Microphotoluminescence of III-N Heterostructures," School of Engineering and Applied Sciences Senior Scholarship, Fall 1999 – Spring 2000.
- 29) Daniel Grasso, "Monte Carlo Simulations of III-N Heterostructure Devices," School of Engineering and Applied Sciences Senior Scholarship, Fall 1999 – Spring 2000.
- 30) Carrie Harder, "Reflection and Transmission of III-N Materials," NASA Undergraduate Scholarship and School of Engineering and Applied Sciences Senior Scholarship, 2000 (NSF Graduate Fellowship).
- 31) Filipe Mora, "Optical Properties of GaN Based Materials," State University of New York Louis Stokes Alliance for Minority Participation, Summer 1999.
- 32) John Choi, "GaN based Spatial Light Modulators," NASA Undergraduate Scholarship and School of Engineering and Applied Sciences Senior Scholarship, Fall 1998 – Spring 1999 (National Defense Science and Engineering Graduate Fellowship).
- 33) Carrie Harder, "Microcontrolled Beam Profiler," NSF Research Experience for Undergraduates, Carrie Harder, Fall 1999 Summer 2000.
- 34) Nathan Merkel, "Ultrafast Imaging of Bonding Interfaces," NASA Undergraduate Scholarship and School of Engineering and Applied Sciences Senior Scholarship, Fall 1997 – Spring 1998.
- 35) Dai Vu, "Laser Applications in Microelectronic Fabrication," School of Engineering and Applied Sciences Senior Scholarship, Spring 1998.
- 36) Christopher Striemer, "Time-resolved Frequency Upconversion," NASA Undergraduate Scholarship and NSF Research Experience for Undergraduates, Fall 1996 – Spring 1997 (National Defense Science and Engineering Graduate Fellowship).
- 37) Matthew Blasczak, "Fourier Optics and Imaging," School of Engineering and Applied Sciences Senior Scholarship, Fall 1996 – Spring 1997 (University at Buffalo Presidential Fellowship).
- 38) Michael Albright, "Data Acquisition and System Control Software, NASA Undergraduate Scholarship and School of Engineering and Applied Sciences Senior Scholarship, Fall 1996 – Spring 1997 (University at Buffalo Presidential Fellowship).
- 39) Menq Pan, "Java Educational Applet Programming," NASA Undergraduate Scholarship, Fall 1996 – Spring 1997.
- 40) **Ross Padak**, "C++ and Java Programming," Fall 1997.
- 41) Jon Drury, "C++ and Java Programming," Fall 1997.
- 42) Keith Nowicki, "C++ and Java Programming," Fall 1997.

43) Matthew Matteo, "C++ and Java Programming," Fall 1996.

Current Undergraduate Students

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None at this time.

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Placement of Students

Graduate Students

Alec Cheney, Field Service Engineer, TOPTICA Photonics, Inc Borui Chen, Nanofabrication Engineer, Microsoft Josephy Murphy, Postdoctoral Research Fellow, University of Wyoming Tianmu Zhang, Postdoctoral Research Fellow, University at Buffalo Tania Moein, Postdoctoral Research Fellow, Swinburne University of Technology, Australia Xi Wang, Postdoctoral Fellow, University of California Berkeley, Berkeley, CA Prateek Sharma, Design Engineer, Itron Incorporated, West Union, SC Huina Xu, Application Development Engineer, KLA-Tencor, Milpitas, CA Ke Liu, RF System Application Engineer, Litepoint, Sunnyvale, CA Dong Ho Lee, Samsung Electronics, Seoul, South Korea Bin Qu, Animage LLC, Pleasanton, CA Sung Jin Kim, Assistant Professor, University of Miami, Miami, FL Maurice Cheung - Post-doc, McGill University, Montreal, Canada Ram Thapa, Post-doc, The University of Texas - Pan American, Edinburg, TX Elizabeth Nio, Solar Cell Test Engineer, Stion Corporation, San Jose, CA Zhou Lu, Engineer, Panasonic, Boston, MA Daniel Kaputa, Signal Analyst, Moog, Buffalo, NY Nihal Shastry, PDK Development Engineer, Simucad, Santa Clara, California Vamsy Chodavarapu, Assistant Professor, McGill University, Montreal, Canada Vincent Hsiao, Associate Professor, Department of Applied Materials and Optoelectronic Engineering, National Chi Nan University, Taiwan Sarojini Ramakrishnan, Qualcomm Incorporated, San Diego, California. Fei Chen, Optical Engineer, Lexmark, Lexington, KY Michael Pan, Army Research Laboratory, Space and Missile Defense Command, Huntsville, Alabama. Madalina Furis, Assistant Professor, Dept. of Physics, University of Vermont Sreeja Raghanuth, Southern California Institute of Technology at Anaheim, California Heng Liu, KLA-Tencor, San Jose, California Priyadarsini Krishnan, MBA Candidate - Class of 2008, Kellogg School of Management Northwestern University Sundari Nagarathnam, Cypress Systems, Minneapolis, Minnesota Christian Wengerter, Panasonic R&D Center, Germany Matthew Blasczak, Symbol Technologies, Long Island, NY Pratibha Gopalam, Philips Research India, India Dai Vu, Anderson Consulting Meng Pan, self-employed Ying Zhao, Sr. Reliability Engineer, Analog Devices, Norwood, MA

Undergraduate researchers currently pursuing PhDs at other Institutions:

Claire Lochner, 2011 Graduate, UC Berkeley, NSF Fellowship Erin Jacklin, 2011 Graduate, Columbia, SMART Fellowship Both PhD Candidates

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Undergraduate researchers who were awarded PhDs at other Institutions:

- Amy Turner, 2009, NSF Graduate Research Fellowship Award, Senior Scholar Award, and Presidential Fellowship, PhD Candidate, Cornell University, Advisor: Michal Lipson.
- Stanley Bileshi, 2000 National Science Foundation Graduate Fellow, PhD 2006, Massachusetts Institute of Technology.
- John Choi, 1999 DOD Graduate Research Fellow, PhD 2007, CalTech University, Advisor: Amnon Yariv.
- Carrie Harder, 2001 National Science Foundation Graduate Fellow, PhD 2007, University of Dayton.

Daniel Grasso, PhD 2005, University of Illinois, Advisor: Kent Choquette.

Xin Hu, 2001 NSF Graduate Fellowship, PhD 2006, Massachusetts Institute of Technology.

Thomas Prunty, PhD 2006, Cornell University, Advisor: Prof. J. R. Shealy.

Christopher Striemer, 1998 DOD Graduate Research Fellow, PhD, University of Rochester, Advisor: Philippe Fauchet.

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Research Grant Support

(Abbreviations: AFOSR – Air Force Office of Scientific Research; ARO – Army Research Office; NIH - National Institutes of Health; NSF - National Science Foundation; ONR – Office of Naval Research)

Previous Research Grant Support

- "Atomic Layer Deposition for Large-Area Sub-10 Nanometer Patterning for Super Absorbing Optical Devices," NSF, PIs: Qiaoqiang Gan, CoPI: A. N. Cartwright, 4/1/16-3/31/18, NSF Award CMMI156057, \$299,999 (Co-PI, 40%).
- "Targeted MSP: The University at Buffalo/Buffalo Public School (UB/BPS) Interdisciplinary Science and Engineering Partnership," NSF, PIs: J. Gardella, CoPI's: A. N. Cartwright, D. MacIsaac, D. Sykes, X. Liu, 9/1/2011-8/30/2016, NSF Award DUE1102998, \$9,800,000 (Co-PI, 15%).
- "Optical Physics and Imaging Science: Spin-Optics in Metamaterials," ARO, PI: N.M. Litchinitser, CoPI: A.N. Cartwright, 8/15/2011-8/14/2016, ARO W911NF1110333, \$1,400,000 (Co-PI, 40%).
- "Submicron Remote Imaging using Specialty Fiber Coupled Hyperlens," NSF, PI: N.M. Litchinitser, Co-PI: A.N. Cartwright, 8/01/2012-10/31/2015, NSF Award ECCS1231852, \$426,207 (Co-PI, 50%).
- 5. "Laser Materials Lifetime Tests," BerrieHill Research Corporation, PI: A.N. Cartwright, 4/30/2012-12/31/2014, \$45,000 (PI, 100%).
- "Solid State X-ray Image Intensifier Development," NIH, PI: S. Rudin, Co-PIs: D. Bednarek, A.N. Cartwright, D. Dashkoff, A. DelBalso, K. Hoffmann, L.N. Hopkins, C. Ionita, E. Levy, A. Siddiqui, A.H. Titus, 1/01/2008-12/31/2013, NIH Award 5R01EB008425, \$2,659,346, (Co-PI, 10%).
- "Technology Accelerator Fund Class of 2012: Graded Polymeric Photonic Bandgap Gratings for Compact Multispectral Analyzer," Research Foundation for SUNY, PI: A.N. Cartwright, 11/01/12-08/31/13, \$35,000.
- "Realtime Sensing of Wound Microenvironment," NIH, PI: A.N. Cartwright, Co-PIs: F.V. Bright, R. Hard, W. Hicks, Jr., 04/01/2009-03/31/2013, NIH Award 5R21EB00950602, \$462,484 (PI, 25%).
- 9. "Biopolymer Based Optoelectronic Devices," BerrieHill Research Corporation, PI: A.N. Cartwright, 6/01/2010–05/31/2012, \$132,000 (PI, 100%).
- "Energy and Sensor Informatics," AFOSR, PI: A.N. Cartwright, Co-PI: N.M. Litchinitser, 5/01/2010–04/30/2012, AFOSR Award FA95501010216, \$782,000 (PI, 60%).
- "NUE: Nanophotonics Modules for Diverse Curricular Incorporation," NSF, PI: A.H. Titus, CoPIs: A.N. Cartwright, V. Mitin, 10/01/2009-9/30/2011, NSF Award EEC-0939281, \$199,036, (Co-PI, 30%).
- "Novel Flexible Plastic-Based Solar Cells Continuation," AFOSR, PI: P.N. Prasad, Co-PI: A.N. Cartwright, 8/15/2009–8/14/2012, AFORS Award FA95500910361, \$304,000 (CO-PI, 50%).

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- "MRI: Acquisition of a Dual Beam/Focused Ion Beam System for Research and Education," NSF, PI: G. Strasser, Co-PIs: J.A. Gardella, Jr., M.T. Swihart, Y.K. Yoon, 08/01/2009–07/31/2010, NSF Award CBET-0922992, \$1,096,411 (Senior Personnel).
- "Burn Fluid Analysis as a Prognosticator of Aberrant Wound Repair and Keloid Formation," DoD, PI: J.A. Gardella, Jr., Co-PIs: Frank V. Bright, Bahattin Koc, A.N. Cartwright, 09/01/2008–10/31/2011, DoD Award 57-1132-01, \$296,056 (Co-PI, 20%).
- "UB CAT: Synthesis and Evaluation of Graphene Films for Medical Device Applications," UB CAT, PI: S. Banerjee, Co-PI: A.N. Cartwright, 07/01/2009– 06/30/2010, \$30,000 (Co-PI, 50%).
- "Interdisciplinary Science Research-Based Curricular Innovations for Middle and High School Science and Teacher Professional Development," John H. Oishei Foundation, PI: J.A. Gardella, Co-PIs: A.N. Cartwright, C.K. Josef, X. Liu, H. Luo, S. Singh, 11/01/2006–10/31/2009, \$480,000 (Co-PI, 5%).
- "MRI: Acquisition of an Imaging Time of Flight Secondary Ion Mass Spectrometer (ToF-SIMS)," NSF, PI: J.A. Gardella, Co-PIs: F.V. Bright, A.N. Cartwright, H. Luo, M.T. Swihart, 9/01/2006–8/31/2009, NSF Award CHE-0619728, \$905,195 (Co-PI, 10%).
- "Novel Flexible Plastic-Based Solar Cells," AFOSR, PI: P.N. Prasad, Co-PIs: A.N. Cartwright, with R. Raffaelle, RIT, 6/01/2006–6/29/2009, AFOSR Award FA95500610398, \$450,000 (Co-PI, 30%).
- "Program in Odor-Based Screening," John R. Oishei Foundation, PI: F.V. Bright, Co-PIs: A.N. Cartwright, V. Govindaraju, W.L. Hicks, Jr., A.H. Titus, 3/01/2006– 3/31/2009, \$400,000 (Co-PI, 25%).
- "IGERT: Biophotonics -Materials and Applications," NSF, PI: A.N. Cartwright, Co-PIs: E.J. Bergey, D.A. Kofke, B.D. McCombe, P.N. Prasad, 9/01/2001–08/31/2008, NSF Award DGE-0114330, \$3,077,334 (Co-PI, 20%).
- "SENSORS: Solid State Imprinted Xerogel Arrays Integrated with Smart CMOS Detectors for Biological Agents," NSF, PI: A.H. Titus, Co-PIs: A.N. Cartwright, F.V. Bright, 09/15/2003–8/31/2008, NSF Award CBET-0330240, \$300,000 (Co-PI, 33%).
- "Porous Polymer Gratings for Sensing Applications," Sterbutzel Fund, University at Buffalo, A.N. Cartwright, M.T. Swihart, 6/01/2005–12/31/2007, \$80,000, (PI, 50%).
- "Nanomedicine," John R. Oishei Foundation, P.N. Prasad, 7/01/2004–6/30/2007, \$925,000 (Participant in program).
- "A Biologically Inspired Smart Sensor System (BIS³) for Health Monitoring," Johnson & Johnson, PI: A.H. Titus, Co-PI: A.N. Cartwright, 4/01/2004–11/1/2007, \$180,000 (Co-PI, 50%).
- "The IT Collaboratory," New York State Office of Science, Technology, and Academic Research (NYSTAR), joint project between Rochester Institute of Technology, Alfred University, and University at Buffalo, University at Buffalo PIs: Paras N. Prasad, A.N. Cartwright, H. Luo, B.D. McCombe, P.L. Liu, C. Basaran, 6/01/01–5/31/2006, \$14,000,000 (Co-PI, 20%)
- 26. "New Generation Materials and Structures for Nanophotonics and Nanoelectronics," AFOSR Defense University Research Initiative on Nanotechnology, P.N. Prasad, A.N.

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Cartwright, B.D. McCombe, H. Luo and H. Suga, 5/01/2001–4/30/2006, AFOSR Award F496200110358, \$4,972,152 (Co-PI, 15%)

- "REU Site: Transdisciplinary Undergraduate Research Initiative On Nanostructured Semiconductors (TURIONS)," NSF, PI: M.T. Swihart, Co-PI: A.N. Cartwright, 4/01/03–3/31/2006, NSF Award DMR-0243833, \$306,000 (Co-PI, 50%).
- "Highly Selective Solid State Multianalyte Biosensors," UB IRCAF, T. Connell, A.H. Titus, F.V. Bright, A.N. Cartwright, 11/01/2004–10/31/2005, \$28,000, (Co-PI, 25%).
- "Spin Electronics: III-V/Mn Ferromagnetic Semiconductors for Device Applications," NSF, H. Luo, A.N. Cartwright, B.D. McCombe, 3/15/2002, 11/01/2002–10/31/2005, NSF Award ECS-0224206, \$300,000 (Co-PI, 33%).
- "Fuel Cell Inspection System," ENgR Systems through The Center for Industrial Effectiveness (TCIE), A.N. Cartwright, D. Hopkins, V. Govindaraju, 2/01/2005– 12/31/2005, \$75,000, (PI 50%).
- "MRI: Acquisition of a Nanostructure Fabrication and Characterization System for Research and Education," NSF, B. D. McCombe, H. Luo, A.N. Cartwright, P.N. Prasad, A.H. Titus, 7/01/2002–10/31/2005, DMR-0216136, \$342,048, (University match of \$146,592 for a total cost of \$488,640) (Co-PI, 20%).
- "Spintronics and Spin-Photonics in Ferromagnetic InAs/GaSb-based Heterostructures," DARPA, B.D. McCombe, PI; Co-PI; H. Luo, J.K. Furdyna, N. Tolk, L. Molenkamp, J.A. Meyer, 10/01/2000–9/31/2005, \$5,883,610 (Participant in program)
- "Toxic Industrial Chemicals," CUBRC, A.N. Cartwright, F.V. Bright, 6/01/2004– 11/30/2004, \$16,724, (PI, 50%).
- "Advanced Nanoparticle Technologies for Novel Photodetectors and Emitters," IRCAF, V. Mitin, F.V. Bright, M.T. Swihart, A.N. Cartwright, 10/1/2003–9/30/2004, \$40,000 (Co-PI, 25%).
- 35. "Continuation of the Routing/Packaging Study," Intel Corp., A.H. Titus, A.N. Cartwright, 6/01/2003-5/31/2004, \$51,869 (co-PI, 25%).
- "Development of an Imprinted Xerogel with Integrated Emission Sites for Sensing in Aqueous Environments," CUBRC, A.N. Cartwright, A.H. Titus, F.V. Bright, 9/01/2003–7/31/2004, \$85,000 (PI, 33%).
- "Unobtrusive Biometric Sense, Transmit, Assess, and Respond Systems (UB-STARS)," UB Center for Advanced Technologies, A.H. Titus, V. Govindaraju, F.V. Bright, A.N. Cartwright, 9/01/2003–7/31/2004, \$125,000 (Co-PI, 25%).
- "MRI: Acquisition of Equipment for an Enhanced Multiuser Ultrafast Laser Facility for Research and Education," NSF, A.N. Cartwright, F.V. Bright, B.D. McCombe, 1/14/2003, 8/01/2003–7/31/2004, NSF Award DMR-0315539, \$162,332 (NSF \$100,000, UB \$62,332) (PI, 50%).
- "Charge Transfer Dyes for Polymeric and Sensing Applications," Infotonics, P.N. Prasad, A.N. Cartwright, E. Bergey, F.V. Bright, A. Raisenan, 4/3/2002, 6/01/2002– 12/31/2003, \$400,000 (Co-PI, 20%).
- "Market Analysis, Laser Spectrum Analyzer," Imaging and Sensing Technologies, N. Randell, A.N. Cartwright, 2/14/2003–5/14/2003, \$7,062 (Co-PI, 100%).

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- "Exploiting Piezoelectric Fields in III-N Heterostructure Devices," ONR Young Investigator Program, A.N. Cartwright, 6/1/2000–9/30/2003, ONR Award N00014-00-1-0508, \$300,000 (PI, 100%).
- "GOALI: Reliability of Interfaces in Microelectronic Packaging," NSF, C. Basaran, T. Dishongh, and A.N. Cartwright, 10/1/1999–9/31/2003, NSF Award CMS-9908016, \$220,000 (Co-PI, 50%).
- "Semiconductor and Photonics Learning Modules based on Consumer Product Case Studies," NSF, C.R. Wie and A.N. Cartwright, 9/1/1999–8/31/2003, NSF Award DUE-9950794, \$285,000 (Co-PI 50%).
- 44. "Comparative Study of Crenulation in Printed Circuit Boards," Intel Corporation, A.N. Cartwright, 1/01/2002–12/31/2002, \$36,092 (PI, 100%).
- "Laser-Mechanics & Damage Imaging Laboratory: Instrumentation Proposal," ONR DURIP Program, C. Basaran and A.N. Cartwright, 4/1/2000 – 3/31/2001, ONR Award N000140010534, \$150,000 (Co-PI, 50%).
- "Optoelectronics Laboratory," ILX Lightwave, A.N. Cartwright, 1/1/2000– 12/31/2000, \$9,850 (PI, 100%).
- "Growth and Characterization of Gallium Nitride Heterostructures," Center for Advanced Photonic and Electronic Materials, State University of New York at Buffalo, A.N. Cartwright, T. J. Mountziaris, A. Petrou, B. Weinstein, 7/1/1999–6/30/2000, \$21,000 (PI, 25%).
- 48. "REU: Optical Characterization of Visible Spatial Light Modulators," NSF, A.N. Cartwright, 6/1/1999–5/31/2000, \$10,000, NSF Award ECS 9733720 (PI, 100%).
- "II-VI Optoelectronic Devices," Center for Advanced Photonic and Electronic Materials Seed Grant Program, State University of New York at Buffalo, A.N. Cartwright and H. Luo, 5/1/1998–4/30/1999, \$20,000 (PI, 50%).
- 50. "REU: Optical Characterization of Visible Spatial Light Modulators," NSF, A.N. Cartwright, 6/1/1998–5/31/1999, \$10,000, NSF Award ECS 9733720 (PI, 100%).
- 51. "CAREER: Visible Spatial Light Modulators," NSF, A.N. Cartwright, 4/1/1998– 3/31/2003, \$200,000, NSF Award ECS 9733720 (PI, 100%).
- 52. "Pulsed-Laser Transparency Imaging," Engineering Foundation, A.N. Cartwright, 10/1/1996–12/30/1997, \$20,000 (PI, 100%).
- 53. "Future directions of II-VI semiconductors," Conferences in the Disciplines, A.N. Cartwright, 7/1/1996–6/30/1997, \$2,000 (PI, 100%).

Previous Other Grant Support

- "NYS Center of Excellence in Bioinformatics and Life Sciences-Phase 5-9," NYS Division of Science, Technology and Innovation (NYSTAR), Empire State Development, 12/1/12–6/30/15, \$4,361,665. (PI role transferred to another faculty member when appointed Provost and Executive Vice Chancellor)
- "NYS Center of Excellence in Materials Informatics (CMI)," NYS Division of Science, Technology and Innovation (NYSTAR), Empire State Development, PI: A.N. Cartwright, 10/1/2013–6/30/2015, \$1,372,333. (PI role transferred to another faculty member when appointed Provost and Executive Vice Chancellor)

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- 3. "Center for Advanced Technology in Biomedical and Bioengineering," NYS Department of Economic Development, PI: M. LaVigne, Co-PI: A.N. Cartwright, 07/01/13–06/30/14, \$1,173,150. (PI role transferred to another faculty member when appointed Provost and Executive Vice Chancellor)
- "NYS Center of Excellence in Materials Informatics (CMI)," NYS Division of Science, Technology and Innovation (NYSTAR), Empire State Development, PI: A.N. Cartwright, 04/01/12–09/30/13, C120186, \$200,000.
- "Center for Advanced Technology in Biomedical and Bioengineering," NYS Department of Economic Development, PI: M. LaVigne, Co-PI: A.N. Cartwright, 07/01/12-06/30/13, C120135, \$921,200.
- "NYS Center of Excellence in Bioinformatics and Life Sciences-Phase 4," Empire State Development Corporation, PI: A. N. Cartwright, 07/14/12-11/30/12, W884, \$815,666.
- "NYS Center of Excellence in Bioinformatics and Life Sciences-Phase 3," Empire State Development Corporation, PI: A. N. Cartwright, 06/11/11-07/13/12, W876, \$1,155,666.
- "NYS Center of Excellence in Bioinformatics and Life Sciences-Phase 2," Empire State Development Corporation, PI: A. N. Cartwright, 01/28/10-10/07/11, W874, \$1,179,166.
- "Biomedical Engineering Project," National Grid, PI: A. N. Cartwright, 08/01/09-12/31/11, \$250,000 (PI, 100%).

Research Grants Pending

None at this time.

Grant Support: Donations (Total: \$350,000)

1. "Spectroscopy Laboratory for Multidisciplinary Research Instrument Facility," Technoventures, LLC, Donation of equipment for a state of the art spectroscopy laboratory, A.N. Cartwright, F.V. Bright, Center for Advanced Photonic and Electronic Materials, School of Engineering and Applied Science, College of Arts and Sciences, Office of the Vice President for Research, Office of the Provost \$350,000 (PI, 75%).

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Intellectual Property

Patents

- "Temporally Addressable Detection Array," Albert H. Titus, Frank V. Bright, Alexander N. Cartwright, Patent No.: US 8,501,098, August 6, 2013.
- "Sensor and method of sensing having an energy source and detector on the same side of the sensor substance," Albert H. Titus, Frank V. Bright and Alexander N. Cartwright, Patent No.: US 7,897,108 B1, Mar. 1, 2011.
- "pH-Change Sensor and Method," Vamsy P. Chodavarapu, Alexander N. Cartwright, Albert H. Titus, Rachel M. Bukowski, Frank V. Bright, Patent No.: US 7.794,584 B2, Sep. 14, 2010.
- "Resorbable Laminated Repair Film and Method of Using Same," W. L. Hicks, Jr., Rena Bizios, Frank V. Bright, Joseph A. Gardella, Jr., Robert Hard, Jamson S. Lwebuga-Mukasa, Alexander N. Cartwright, Bahattin Koc, US Patent No.: US 7,417,174 B2, Aug. 26, 2008.

Patent Applications

- 1. "Photonic Bandgap Structures for Multispectral Imaging Devices," Q. Gan, A. Cartwright, K. Liu and H. Xu, ed: WO Patent 2,013,066,606, 2013.
- "Method for Diagnosis of Physiological States by Detecting Patterns of Volatile Analytes,"
 F. Bright, A. Cartwright, V. Govindaraju, W. Hicks and A. Titus, ed: WO Patent 2,008,121,183, 2008.

Companies Licensing / Developed Technology

- 1. Solexant, 2385 Bering Dr., San Jose, CA 95131, USA
- 2. Senz-IT Technology, 4340 Von Karman, Suite 200, Newport Beach, CA
- 3. TheraSyn-DM, Buffalo, NY

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Publications and Presentations

Publications

Journal Articles

(NOTE: IN THIS FIELD, AUTHORS ARE LISTED BY INSTITUTION WITH PROFESSORS LISTED LAST FOR THEIR INSTITUTION. THE INSTITUTION THAT CONTRIBUTES THE MOST IS LISTED FIRST.)

- C. K. Lim, Q. Li, T. Zhang, T. Thomay, A. N. Cartwright, M. T. Swihart, P. N. Prasad, "Enhanced Fatigue Resistance of Suppressed Hysteresis in Perovskite Solar Cells by an Organic Crosslinker," *Solar Energy Materials and Solar Cells*, **176**, 30-35, (2018).
- Z. M. Rzayev, U. Bunyatova, J. F. Lovell, W. Shen, T. Thomay, A. N. Cartwright, "Novel Ag-Carried CMC/Functional Copolymer/ODA-Mt WLED-Treated NC and Their Responses to Brain Cancer Cells," *Materials Science and Engineering: C*, (2018).
- D. Ji, H. Song, B. Chen, F. Zhang, A. R. Cheney, N. Zhang, X. Zeng, J. D. Atkinson, C. Zhou, A. N. Cartwright, "Frozen "Tofu" Effect: Engineered Pores of Hydrophilic Nanoporous Materials," *ACS Omega*, 2 (8), 4838-4844, (2017).
- N. Zhang, Z. Ji, A. R. Cheney, H. Song, D. Ji, X. Zeng, B. Chen, T. Zhang, A. N. Cartwright, K. Shi, "Ultra-Broadband Enhancement of Nonlinear Optical Processes from Randomly Patterned Super Absorbing Metasurfaces," *Scientific Reports*, 7 (1), 4346, (2017).
- J. R. Murphy, S. Delikanli, T. Scrace, P. Zhang, T. Norden, T. Thomay, A. N. Cartwright, H. V. Demir, and A. Petrou, "Time-resolved photoluminescence study of CdSe/CdMnS/CdS core/multi-shell nanoplatelets," *Appl. Phys. Lett.*, 108, 242406, doi: 10.1063/1.4953840 (2016).
- J.K.D. Mapas, T. Thomay, A.N. Cartwright, J. Ilavsky, and J. Rzayev "Ultrahigh Molecular Weight Linear Block Copolymers: Rapid Access by Reversible-Deactivation Radical Polymerization and Self-Assembly into Large Domain Nanostructures," Macromolecules, 49 (10), 3733-3738, (2016).
- B. Chen, D. Ji, A. Cheney, N. Zhang, H. Song, X. Zeng, T. Thomay, Q. Gan, A. Cartwright, "Flat metallic surface gratings with sub-10 nm gaps controlled by atomiclayer deposition," *Nanotechnology*, 27(37), 374003, (2016).
- E. C. Tehan, R. M. Bukowski, V. P. Chodavarapu, A. H. Titus, A. N. Cartwright, and F. V. Bright, "Creating Diversified Response Profiles from a Single Quenchometric Sensor Element by Using Phase-Resolved Luminescence," *Sensors*, 15, 760-768, (2015).
- S. Delikanli, M. Z. Akgul, J. R. Murphy, B. Barman, Y. Tsai, T. Scrace, P. Zhang, B. Bozok, P. L. Hernandez-Martinez, J. Christodoulides, A. N. Cartwright, A. Petrou, and H. V. Demir, "Mn2+-Doped CdSe/CdS Core/Multishell Colloidal Quantum Wells Enabling Tunable Carrier-Dopant Exchange Interactions," ACS Nano, 9, 12473-12479, (2015).
- B. Barman, R. Oszwaldowski, L. Schweidenback, A. H. Russ, J. M. Pientka, Y. Tsai, W. C. Chou, W. C. Fan, J. R. Murphy, A. N. Cartwright, I. R. Sellers, A. G. Petukhov, I. Zutic, B. D. McCombe, and A. Petrou, "Time-resolved magnetophotoluminescence studies of magnetic polaron dynamics in type-II quantum dots," *Physical Review B*, **92**, 035430 (2015).

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- B. Zhou, K. Liu, X. Liu, K. Y. Yung, C. M. Bartsch, E. M. Heckman, F. V. Bright, M. T. Swihart, and A. N. Cartwright, "Enhanced Performance from a Hybrid Quenchometric Deoxyribonucleic Acid (DNA) Silica Xerogel Gaseous Oxygen Sensing Platform," *Applied Spectroscopy*, 68, 1302-1305, (2014).
- 12. C. Yuan, G. Chen, L. Li, J. A. Damasco, Z. Ning, H. Xing, T. Zhang, L. Sun, H. Zeng, A. N. Cartwright, P. N. Prasad, and H. Agren, "Simultaneous Multiple Wavelength Upconversion in a Core-Shell Nanoparticle for Enhanced Near Infrared Light Harvesting in a Dye-Sensitized Solar Cell," ACS Applied Materials & Interfaces, 6, 18018-18025, (2014).
- 13. B. J. Schultz, R. V. Dennis, J. P. Aldinger, C. Jaye, X. Wang, D. A. Fischer, A. N. Cartwright, and S. Banerjee, "X-ray absorption spectroscopy studies of electronic structure recovery and nitrogen local structure upon thermal reduction of graphene oxide in an ammonia environment," *RSC Advances*, 4, 634-644, (2014).
- X. Liu, Y. Li, B. Zhou, X. Wang, A. N. Cartwright, and M. T. Swihart, "Shape-Controlled Synthesis of SnE (E = S, Se) Semiconductor Nanocrystals for Optoelectronics," *Chemistry* of Materials, 26, 3515-3521, (2014).
- T. Lin, X. Liu, B. Zhou, Z. Zhan, A. N. Cartwright, and M. T. Swihart, "A Solution-Processed UV-Sensitive Photodiode Produced Using a New Silicon Nanocrystal Ink," *Advanced Functional Materials*, 24, 6016-6022, (2014).
- 16. B. Barman, Y. Tsai, T. Scrace, J. R. Murphy, A. N. Cartwright, J. M. Pientka, I. Zutic, B. D. McCombe, A. Petrou, I. R. Sellers, R. Oszwaldowski, A. Petukhov, W. C. Fan, W. C. Chou, and C. S. Yang, "Conventional vs Unconventional Magnetic Polarons: ZnMnTe/ZnSe and ZnTe/ZnMnSe Quantum Dots," in *Spintronics VII*. vol. 9167, H. J. Drouhin, J. E. Wegrowe, and M. Razeghi, Eds., ed, 2014.
- B. Zhou, K. Liu, X. Liu, K. Y. Yung, C. M. Bartsch, E. M. Heckman, F. V. Bright, Frank, M. T. Swihart, and A. N. Cartwright, "Enhanced Performance from a Hybrid Quenchometric Deoxyribonucleic Acid (DNA) Silica Xerogel Gaseous Oxygen Sensing Platform," *Applied Spectroscopy*, 68 (11), 1302-1305 (2014).
- J. Sun, X. Wang, T. Xu, Z. A. Kudyshev, A. N. Cartwright, and N. M. Litchinitser, "Spinning Light on the Nanoscale," *Nano Letters*, 14 (5), 2726-2729 (2014).
- T. Moein, D. Ji, H. Zeng, K. Liu, Q. Gan and A.N. Cartwright, "Holographic Photopolymer Linear Variable Filter with Enhanced Blue Reflection," ACS Applied Materials & Interface, 6 (5), 3081-3087 (2014).
- 20. J. Sun, J. Zeng, X. Wang, A. N. Cartwright, and N. M. Litchnitser, "Concealing with Structured Light," Scientific Reports, 4, 4093 (2014).
- J. Zeng, X. Wang, J. Sun, A. Pandey, A.N. Cartwright, N.M. Litchinitser, "Manipulating Complex Light with Metamaterials," *Scientific Reports*, 3, 2826 (2013).
- 22. R.V. Dennis, B.J. Schultz, C. Jaye, X. Wang, D.A. Fischer, A.N. Cartwright, and S. Banerjee, "Near-edge X-ray Absorption Fine Structure Spectroscopy Study of Nitrogen Incorporation in Chemically Reduced Graphene Oxide," *Journal of Vacuum Science & Technology B*, **31**, 041204 (2013).
- Z.Y. Zhan, B. Zhou, Z.H. Fu, F.V. Bright, A.N. Cartwright, C.M. Bartsch, and A.H. Titus, "Filterless Optical Oxygen Sensor Based on a CMOS Buried Double Junction Photodiode," *Sensors and Actuators B-Chemical*, **176**, 729-735 (2013).
- 24. X. Liu, Y. Li, B. Zhou, D. Wang, A.N. Cartwright, M.T. Swihart, "Formation of IV–VI Alloy Nanocrystals for Application in Solution-Processed Optoelectronic Devices: The Case of Pb_{1-x}Sn_xS," *Chemistry of Materials*, 25, 21, 4409-4415 (2013).

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- Y. Huang, B. Qu, A. Jain, A.T. Kuhls-Gilcrist, A.H. Titus, A.N. Cartwright, *et al.*, "Design, Characterization, and Modeling for a Modular High-Resolution Solid-State X-Ray Image Intensifier (SSXII)," *IEEE Transactions on Nuclear Science*, **60**, 20-29 (2013).
- W.J. Kim, S.J. Kim, A.N. Cartwright, and P.N. Prasad, "Photopatternable transparent conducting oxide nanoparticles for transparent electrodes," *Nanotechnology*, 24, 6, 065302 (2013).
- 27. X. Liu, X.L. Wang, B. Zhou, W.C. Law, A.N. Cartwright, and M.T. Swihart, "Size-Controlled Synthesis of Cu_{2-x}E (E = S, Se) Nanocrystals with Strong Tunable Near-Infrared Localized Surface Plasmon Resonance and High Conductivity in Thin Films," *Advanced Functional Materials*, 23, 1256-1264 (2013).
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SECTION 9

PROPOSED EMPLOYMENT Agreement

EMPLOYMENT AGREEMENT

This Employment Agreement ("Agreement"), is entered into by and between the University of Central Florida Board of Trustees (the "Board," or the "Board of Trustees"), and Alexander Cartwright ("Dr. Cartwright") and shall become effective on April 13, 2020. The Board and Dr. Cartwright may hereinafter be collectively referred to as "the Parties."

RECITALS

WHEREAS, the Board of Trustees has conducted an extensive nationwide and public search for the next President of the University of Central Florida ("UCF" or University); and

WHEREAS, the Board has offered Dr. Cartwright the position of President of UCF and Dr. Cartwright has accepted such offer subject to execution of this agreement and ratification by the Florida Board of Governors; and

WHEREAS, the parties desire to memorialize the terms and conditions of Dr Cartwright's employment as President of UCF in this agreement.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

Section 1.0 Term. The Board shall employ Dr. Cartwright as its President for a term beginning on April 13, 2020 and ending on April 12, 2025. This agreement may be renewed for additional one-year terms upon approval of the Board of Trustees and confirmation by the Florida Board of Governors following an annual review of performance.

Section 2.0 Powers and Duties. Dr. Cartwright shall be the President of the University, subject to UCF regulations and policies, and supervision by the Board. Dr. Cartwright shall have the powers and duties reserved to the position of President by the Delegation of Authority to the President dated May 2019 and as established from time to time by the Board (collectively, the "Duties").

Section 3.0 Goals/Evaluation.

Section 3.1 Goals. On or before November 1 of each year, Dr. Cartwright shall provide to the Chair of the Board of Trustees' Compensation and Labor Committee (the "Committee Chair") a list of proposed goals and objectives for the upcoming year, as well as the next thirty-six (36) months. The Committee Chair and Dr. Cartwright shall discuss Dr. Cartwright's proposed goals and objective, after which time the Board, or a committee thereof, shall agree upon finalized goals and objectives for the upcoming year and the next thirty-six (36) months.

Section 3.2 Evaluation. Dr. Cartwright shall initiate the annual evaluation process by submitting to the Committee Chair a summary of his performance during the previous twelve months. Dr. Cartwright will submit the summary by November 1 of each year. This summary shall address performance related to each of the goals and objectives established for the previous year. After Dr. Cartwright has submitted this summary, the Board shall evaluate his performance during the previous appraisal period based primarily on his achievement of the mutually agreed upon goals and objectives and to a lesser extent such other criteria as the Board deems appropriate.

Section 4.0 Compensation.

Section 4.1 Annual Base Salary. As compensation for the services to be performed by Dr. Cartwright pursuant to this Agreement, the Board shall pay Dr. Cartwright an initial annual base salary of \$600,000. No more of this amount than is allowed by Florida Statutes shall be paid from public funds. The base salary shall be

payable according to the pay plan for executive service employees at the University, with appropriate deductions for taxes and benefits. The Board shall review Dr. Cartwright's compensation in connection with the annual evaluation of his performance, as set forth in Section 3.2 of this Agreement.

Section 4.2 Deferred Compensation. While employed as University President, Dr. Cartwright shall receive annual deferred compensation equal to 20% of base salary, payable quarterly. To the maximum extent possible, this sum shall be provided through qualified plans (e.g. 403(b), 457, etc.). The material terms of the plan document shall provide for credited deferred compensation to be payable: (1) at the end of the initial contract term; or (2) upon the President's involuntary termination without cause; or (3) the President's death or permanent disability while in office; and shall further provide that the credited deferred compensation will be entirely forfeited if the President were to voluntarily resign prior to the end of the initial contract term or in the event the President were terminated for cause.

<u>Section 4.3 Incentive Compensation.</u> Dr. Cartwright shall be eligible for an annual incentive award, based on the accomplishment of the annual goals reasonably agreed to between Dr. Cartwright and the Board, as reasonably determined by the Board. The incentive bonus shall not exceed 50% of base salary.

Section 5.0 Benefits.

Section 5.1 Standard Benefits. While employed as University President, Dr. Cartwright shall be eligible to participate in all present and future benefit plans maintained by the University for executive service employees. Such benefits shall include, without limitation, health care, disability and life insurance programs, retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave.

<u>Section 5.2 Business/Travel Expenses.</u> While employed as University President, the University shall cover the cost of Dr. Cartwright's reasonable business expenses, including professional dues, meetings, business travel, and entertainment, including travel for the President's spouse or partner where attendance of same is in the best interests of the University. All travel expenses paid with state funds shall conform to the laws of the State of Florida, University regulations and University travel policies.

Section 5.3 Automobile. While employed as University President, the University shall provide Dr. Cartwright with a monthly automobile allowance of \$1000, which will be increased five percent per year.

<u>Section 5.4 Relocation Expenses.</u> The University shall provide a one-time payment of \$50,000 for relocation-related expenses

Section 5.5 Executive Health and Wellness Program. Dr. Cartwright shall be entitled to participate in a Florida-based executive health and wellness program of his choice and shall be entitled to reimbursement of any amounts not covered by his current health insurance policy.

Section 5.6 Club/Association Memberships. The University will provide, from non-state funds, the cost of annual dues and membership fees for mutually agreed upon private club memberships that will facilitate the performance of President's duties. The University will also pay any dues for professional organizations that the President joins for the benefit of the University.

Section 5.7 Documentation. Dr. Cartwright shall provide receipts and other supporting documentation for all expenses for which he is seeking reimbursement, in accordance with University or UCF Foundation policies.

Section 6.0 Housing. For the benefit and convenience of the University in having the functions of the Office of President most efficiently discharged, while employed as University President, Dr. Cartwright shall reside in the University-owned Burnett House, at the University's expense, during the term of this Agreement. The University shall provide staff with responsibilities for grounds-keeping, repairs, housekeeping services, and general maintenance of the Burnett House and cover all related expenses, including utilities.

For the convenience of the University, the Burnett House shall be available and shall be used for Universityrelated business and entertainment on a regular and continuing basis. Costs associated with such University events shall be paid by the University. If it is not feasible to entertain at the Burnett House due to a large number of invited guests, the University shall provide Dr. Cartwright with another location suitable to host such events and will bear the costs.

Section 7.0 Outside Activities. Dr. Cartwright agrees to faithfully, industriously, and with maximum application of experience, ability, and talent, devote full-time attention and energies to his Duties as President. The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the Duties. Dr. Cartwright shall not engage in any activity that may be competitive with or adverse to the best interests of the Board and the University.

With prior approval from the Board, and subject to state statutes regarding conflicts of interest/commitment, Dr. Cartwright may serve on up to two (2) boards of directors of for-profit corporations. Any and all income or other compensation earned by Dr. Cartwright in connection with board service shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits (he/she) is otherwise entitled to receive hereunder. Dr. Cartwright shall use annual leave when attending to matters pertaining to such personal service if it is during normal work hours and requires a half day or more. Dr. Cartwright may also serve on any national, state or local boards which further the interests of UCF and such service shall not be deemed personal in nature.

Section 8.0 Tenure. Dr. Cartwright will be granted a tenure with hire faculty appointment at the rank of professor in the Department of Electrical and Computer Engineering, College of Engineering and Computer Science, with all rights and privileges associated with such appointment.

Section 9.0 Termination/Resignation

<u>Section 9.1 Termination for Cause.</u> The Board may terminate this Agreement and Dr. Cartwright's employment hereunder for Cause. Cause for this purpose shall mean any one or more of the following:

- A. Neglect or inattention by Dr. Cartwright to the duties of President of the University or Dr. Cartwright's refusal or unwillingness to perform such duties in good faith and to the best of Dr. Cartwright's abilities after reasonably specific written notice of such neglect or inattention has been given to Dr. Cartwright from the Chairman of the Board of Trustees and Dr. Cartwright has continued such neglect or inattention during a subsequent period specified by the Board of not less than sixty (60) days; or
- B. Material, significant or repetitive violation or breach by Dr. Cartwright of this Agreement; or
- C. Conviction, a plea of guilty, or a plea of nolo contendere by Dr. Cartwright to a felony, or to a misdemeanor involving moral turpitude; or
- D. Fraud or dishonesty of Dr. Cartwright in the performance of his duties or responsibilities hereunder; or
- E. Fraud or dishonesty of Dr. Cartwright in the preparation, falsification or alteration of documents or records; or
- F. FKnowing failure by Dr. Cartwright to obtain prior approval for outside activities as required by law or this Agreement; or
- G. Commission of or participation in any act, situation, or occurrence by Dr. Cartwright which brings Dr. Cartwright into public disrepute, contempt, scandal or ridicule or failure by Dr. Cartwright to conform his personal conduct to conventional standards of good citizenship, with such conduct offending prevailing social mores and values and/ or reflecting unfavorably upon the University's reputation and overall primary mission and objectives including but not limited to, acts of dishonesty, misrepresentation, fraud,

or violence that may or may not rise to a level warranting criminal prosecution by the relevant authorities.

In the event the Board determines there are grounds to terminate Dr. Cartwright for cause pursuant to subparagraphs B through G, the Board may terminate Dr. Cartwright's employment in any capacity with UCF and Dr. Cartwright shall no longer be entitled to receive any compensation under this agreement and shall forfeit any additional compensation accrued but not earned pursuant to paragraph 4.0. The Board may suspend Dr. Cartwright for a period not to exceed ninety (90) days for any one or more of the acts or omissions representing grounds for termination for cause under this sub-paragraph without waiving the right of termination. During a period of suspension under this sub-paragraph, Dr. Cartwright shall only be entitled to receive the base salary provided by section 4.1. If the Board terminates Dr. Cartwright's employment for Cause pursuant to subparagraph A, Dr. Cartwright may continue to be employed by UCF as a full professor with the compensation described in paragraph 9.3

Section 9.2 Termination Without Cause. The University may terminate this agreement without cause at any time for the convenience of the University upon the lesser of ninety (90) days prior written notice to Dr. Cartwright or the remaining term of the contract. In that event, Dr. Cartwright shall, at his discretion, either leave the University and receive a lump sum payment equal to twenty weeks of base salary and all accrued deferred compensation or return to faculty as provided in section 9.3, and also receive any deferred compensation accrued as of the date of termination. Dr. Cartwright's death or permanent disability as defined in Section 9.4, shall not constitute termination without cause.

Section 9.3 Resignation as President. In the event Dr. Cartwright resigns his employment as President of the University in a timely manner that is acceptable to the Board, and elects to return to the tenured faculty in a teaching, research or service role, Dr. Cartwright shall be paid the lower amount of (a) 81 % of his base salary or (b) a salary equal to the highest paid faculty member in the department to which Dr. Cartwright is relocating) and shall have the option of spending the first academic year (two semesters) immediately following his resignation on professional development leave, to prepare for his return to faculty. The professional development leave is subject to the terms and conditions of the University's professional development leave program, including, without limitation, Dr. Cartwright's agreement to repay the University any salary he receives while on leave if he does not return to the University for at least two consecutive semesters (excluding summers) immediately following participation in the program. No other benefits or compensation referenced in this Agreement shall continue other than standard benefits for faculty.

Section 9.4 Permanent Disability/Death. In the event Dr. Cartwright is unable to complete the term of this Agreement due to disability as defined in section 409A of the Internal Revenue Code, he shall be entitled to receive the amounts payable under the university's short term disability policy and continue to receive his base salary until his long term policy begins payment, not to exceed 90 days.

In the event of Dr. Cartwright's death during his service as President, his spouse shall be entitled to remain in the University-owned residence for up to ninety (90) days after Dr. Cartwright's death. The Board, in its sole discretion, may extend this ninety (90) day period.

Section 10.0 Dispute Resolution. The Board and Dr. Cartwright agree that if any dispute arises concerning this Agreement, they will first attempt in good faith to resolve the dispute to their mutual satisfaction within 60 days. If they are unable to do so, the Board and Dr. Cartwright agree that they will submit the dispute within 30 days following end of the informal resolution period, to binding arbitration in Orlando, Florida, in accordance with the Commercial Arbitration Rules of the American Arbitration Association then in effect. The Board and Dr. Cartwright agree that an arbitrator may not be a University employee or have any material ongoing relationship with the University. The filing fee and all costs of the arbitration and the arbitrator(s) fees shall be divided equally between the parties. Each party shall bear their own costs of any legal fees associated with the dispute and the arbitration proceeding.

<u>Section 11.0 Notice</u>. Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent to:

If to the University:	If to Dr. Cartwright:	
Chair, Board of Trustees	Dr. Alexander Cartwright, President	
University of Central Florida	University of Central Florida	
4365 Andromeda Loop N.	4365 Andromeda Loop N.	
Suite 308	Suite 308	
Orlando, FL 32816	Orlando, FL 32816	

Section 12.0 Severability/Waiver. If any portion of this Agreement shall be held to be invalid, inoperative, or unenforceable, then, so far as possible, effect shall be given to the intent manifested by the portion held invalid, inoperative, or unenforceable, and the remainder of this Agreement shall remain in full force and effect. No waiver or failure to enforce any or all rights under this Agreement by either party on any occasion shall constitute a waiver of that party's right to assert the same or any other rights on that or any other occasion.

Section 13.0 Governing Law. This Agreement shall be interpreted and construed, and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the State of Florida, excluding its choice of law rules.

<u>Section 14.0 Counterparts.</u> This Agreement may be executed in counterparts, and by the parties on separate counterparts each of which, when so executed, shall constitute but one in the same instrument.

Section 15.0 Modification of Agreement. This Agreement represents the complete understanding of the parties and supersedes any previous or contemporaneous written or oral representations made by either party. There are no other promises, understanding, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement. This Agreement may be modified or amended only by mutual written consent of the parties.

Section 16.0 Personal Contract. The obligations and duties of Dr. Cartwright shall be personal and not assignable or delegable in any manner whatsoever. This Agreement shall be binding upon and inure to the benefit of Dr. Cartwright and his executors, administrators, heirs, successors, and permitted assigns, and upon the University and its successors and assigns.

Section 17.0 No Trust Fund. Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that Dr. Cartwright acquires a right to receive payments from the University under this Agreement, the University's obligation to make such payments represents an unfunded promise or covenant to pay such amount running from the University to Dr. Cartwright.

Section 18.0 Understanding of the Agreement. Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

Section 19.0 Disclosure of the Agreement. Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided for by law.

Section 20.0 Section 409A. The parties intend that benefits under this agreement are to be either exempt from, or comply with, the requirements of Section 409A of the Internal Revenue Code and the regulations issued thereunder ("Section 409A"), and this Agreement shall be interpreted and administered in accordance with the intent that Dr. Cartwright not be subject to tax under Section 409A. If any provision of the Agreement would otherwise conflict with or frustrate this intent, that provision will be interpreted and

deemed amended so as to avoid the conflict. Any reference in this Agreement to "termination of employment", "separates from service" or similar phrase shall mean an event that constitutes a "separation from service" within the meaning of Section 409A. All reimbursements and in-kind benefits shall be provided in accordance with Treasury Regulation Section I.409A-3(i)(iv).

Section 21.0 Miscellaneous. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees" and "University" or "UCF" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, or officer of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

Section 22.0 Board of Governors Ratification. This Agreement is subject to and shall not be enforceable until ratification by the Florida Board of Governors.

IN WITNESS WHEREOF, the President and the authorized representative of the Board of Trustees have executed this Agreement to be effective as of April 13, 2020

University of Central Florida Board of Trustees

By:			

Beverly Seay	
Chair, Board of Trustees	
Date:	

Ву: _____

John R. Sprouls Chair, Board of Trustees Compensation and Labor Committee Date: _____

Ву: _____

Alexander Cartwright Date: _____

SUBJECT: Public Notice to Approve Amendment to Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

PROPOSED BOARD ACTION

Consider approval of amendment of Board of Governors Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board Regulation 6.002 Admission of Undergraduate First-Time-in-College, Degree-Seeking Freshmen was approved for public noticing to amend by the Board of Governors at its January 30, 2020 meeting. The proposed amended regulation provides greater flexibility for State University System institutions making undergraduate admission decisions while providing technical changes to assist in clarity of reading. Although admissions testing will still be required, in previously proven cases of academic success, specific test score minimums are not expected. There is also a technical change to the layout of Table One.

There was a request from the Division of Florida Colleges and the Florida College System to have additional discussions relating to the establishment of an Associate of Arts/High School Graduate admissions category. This section was removed in the draft amendment to provide time for continued discussion. The regulation, as described above, is being presented for final approval during the meeting of the full Board.

Supporting Documentation Included:

In Academic and Student Affairs Committee Materials

SUBJECT: Public Notice to Approve Amendment to Board of Governors Regulation 6.008 Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities

PROPOSED BOARD ACTION

Consider approval of amendment of Board of Governors Regulation 6.008 Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Board Regulation 6.008 Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities has been amended to reflect placement test changes and to align with standards outlined in the Florida State Board of Education Rule 6A-10.03515, Common Placement Testing, and Instruction. Doing so provides for consistent treatment of students across the state. The amendment also eliminates references to discontinued College Board SAT examinations.

The College Board's Classic ACCUPLACER examination will no longer be available after January 2020. The Florida Department of Education recommended interim scores for the new Next-Generation ACCUPLACER, which were then approved by the State Board. It may be summer 2020 before there will be enough testing by Florida students to recommend final placement cut-scores.

The Intent to Amend was reviewed by appropriate offices at all universities and the Board of Governors approved the Public Notice of Intent to Amend at its January 30, 2020 meeting. Following that approval, no public comments were received and the regulation as amended is ready for final approval.

Supporting Documentation Included:

Amended Regulation 6.008 Postsecondary College-level Preparatory Testing, Placement, and Instruction for State Universities

6.008-Postsecondary-College-Level-Preparatory Testing, Placement, and Instruction for State Universities

(1) First-time-in-college-degree-seeking students meeting or exceeding standard scores on any of the following tests using the highest score in the case of multiple scores may be enrolled in college-level courses. Universities shall accept scores on the public high school transcript as an official record of scores.

Florida Postsecondary Education Readiness Test (PERT): Standard Score

Reading: 106 Writing: 103 Mathematics: 114

ACCUPLACER, The College Board: Standard Score

<u>Through January 2020</u> Reading Comprehension: 83 Sentence Skills: 83 Elementary Algebra: 72

Next-Generation ACCUPLACER, The College Board: Standard Score

<u>Since September 2019</u> Quantitative Reasoning, Algebra, and Statistics (QAS): 242 Reading: 245 Writing: 245

SAT, The College Board (Prior to March 1, 2016): Standard Score Critical Reading: 440 Mathematics: 440

SAT, The College Board (March 1, 2016, and thereafter): Standard Score Reading Test: 24 Writing and Language Test: 25 Math Test: 24

ACT, Inc.: Standard Score Reading: 19 English: 17 Mathematics: 19

(2) Universities affected by this regulation shall accept the highest test scores on any of the tests or combination of tests identified in subsection (1) of this regulation.

(3) Nothing provided in subsection (1) of this regulation shall be construed to prevent the enrollment of a student in developmental education instruction.

(4) Students whose first language is not English may be placed in college preparatory instruction prior to the testing herein, if such instruction is otherwise

demonstrated as being necessary. Such students shall not be exempted from the testing required herein.

(5) For admissions, first-time-in-college students who do not meet the college-level competencies specified in paragraph (1) must complete appropriate developmental education requirements at Florida Agricultural and Mechanical University or at Florida College System institutions. "Developmental education" prepares students for college-level reading, writing, and mathematics courses. Students may take developmental coursework as transient students at Florida College System institutions. They may also be enrolled as a transient student taking developmental education coursework while taking university coursework for which otherwise qualified.

(6) Educational records including, but not limited to admission records and test scores, are confidential education records under section 1002.225, Florida Statutes and exempt from public disclosure under section 1006.52, Florida Statutes. Universities are required to comply with sections 1002.225 and 1006.52, Florida Statutes, in maintaining the confidentiality and exemption of these records.

(7) Students must be continuously enrolled in assigned developmental education courses until they satisfy the requirements for passing them.

(8) A university board of trustees may contract with a Florida College System board of trustees to provide developmental education instruction on the state university campus. Any state university in which the percentage of incoming students requiring developmental education equals or exceeds the average percentage of such students for the Florida College System may offer developmental education without contracting with a Florida College System institution. Any state university offering such instruction as of January 1, 1996, may continue to provide such services.

(9) During their first term, full-time students who are registered for at least twelve (12) credit hours, shall begin developmental course or optional instruction based on the placement test results. Part-time students shall enroll prior to completing twelve (12) credits.

(10) Students shall not enroll for more than three (3) attempts in each course to complete developmental education instruction. Students who withdraw from a course under major extenuating circumstances may be granted an exception. Such exceptions require approval under guidelines established by the board of trustees of the institution offering the coursework. Boards of trustees may establish regulations concerning requirements of students prior to being approved to enroll in any third attempt of a developmental education option or course.

(11) Developmental education coursework does not count within the official degree program length. It does not apply to excess hours towards the degree.

Authority: Section 7(d), Art. IX, Fla. Const.; History: New-08-12, Amended 11-21-13; 01-21-16, 08-31-17, New: .

SUBJECT: Public Notice of Intent to Adopt Board of Governors Regulation 8.007 Articulation

PROPOSED BOARD ACTION

Consider approval of Public Notice of Intent to Adopt Board of Governors Regulation 8.007 Articulation

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

Article IX, Section 7, Florida Constitution, authorizes the Board of Governors to define the distinctive missions of the State University System (SUS) institutions and their "articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs."

Before the creation of the Board of Governors, the Board of Regents of the State University System collaborated with the State Board of Education to create Rule 6A-10.024, Articulation Between and Among State Universities, Community Colleges, and School Districts. This rule was then adopted by the Board of Governors through a resolution on January 7, 2003.

Since that time, the State Board of Education has revised the rule, and the Board of Governors has addressed key changes through stand-alone regulations, such as Regulation 6.006 Acceleration Mechanisms. Although current Board regulations address some areas of articulation, there are key components that require further direction. New areas for articulation, such as reverse transfer credit and SUS associate in arts degree requirements, have more recently been established. Institutions have also developed 2+2 enhancement programs, providing direct articulation for students from a partner Florida College System institution to a specific SUS institution. There is also a continual need for reinforcing system-wide participation in the Statewide Course Numbering System, the Florida Automated System for Transferring Educational Records, and the advising portal Florida Shines. Finally, among other issues, it is important to recognize the responsibility of institutions to provide clear and accessible information that assists in the smooth transference of students between institutions.

If approved by the Academic and Student Affairs Committee and the Board of Governors, the Intent to Establish 8.007 Articulation will be available for public comment for thirty days. If no concerns are raised during that time, the Regulation will come before the Board of Governors for final approval.

Supporting Documentation Included:

In Academic and Student Affairs Committee Materials

SUBJECT: Regulation 5.001 – Performance-Based Funding

PROPOSED BOARD ACTION

Approve the amended Regulation 5.001.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

On October 30, the Board approved changes to the Performance-Based Funding model.

The regulation is being amended to adjust the threshold to be eligible for the institutional investment from 50 points to 55 points in 2020 and 60 points in 2021.

The amended regulation was posted to the Board's website and no public comments were received.

Supporting Documentation Included:

5.001 Performance-Based Funding

- (1) The Performance-Based Funding (PBF) model is based upon four guiding principles:
 - (a) Align with the State University System's (SUS) Strategic Plan goals;
 - (b) Reward excellence and improvement;
 - (c) Have a few clear, simple metrics; and
 - (d) Acknowledge the unique mission of the different institutions.
- (2) The PBF model measures institutional excellence and improvement of performance using metrics adopted by the Board of Governors. The metrics include graduation rates; retention rates; post-graduation education rates; degree production; affordability; post-graduation employment and salaries, including wage thresholds that reflect the added value of a baccalaureate degree; access; and other metrics that may be approved by the Board in a formally noticed meeting.
- (3) The performance of an institution is evaluated based on benchmarks adopted by the Board of Governors for each metric. For each fiscal year, the amount of funds available for allocation to SUS institutions shall consist of the state's investment, plus the institutional investment from each institution's base budget, as determined in the General Appropriations Act. The amount of institutional investment withheld from each SUS institution shall be a proportional amount based on each institution's recurring base state funds to the total SUS recurring base state funds (excluding special units). Florida Polytechnic University is not included in the model until such time as data is readily available.
- (4) Institutional Investment
 - (a) On a 100-point scale, a threshold of 55-points is established as the minimum number of total points needed to be eligible for the institutional investment. Beginning with Fiscal Year 2021-22, a threshold of 60-points is established as the minimum number of total points needed to be eligible for the institutional investment.
 - (b) All SUS institutions eligible for the state's investment shall have their proportional amount of institutional investment restored.

(c) Any institution that fails to meet the minimum point threshold for the institutional investment shall submit an improvement plan to the Board of Governors for consideration at its August/September meeting that specifies the activities and strategies for improving the institution's performance. As of July 1, 2016, an institution is limited to only one improvement plan.

- 1. The Board of Governors will monitor the institution's progress on implementing the activities and strategies specified in the plan, and the Chancellor shall withhold disbursement of the institutional investment until the improvement plan monitoring report for each institution is approved by the Board of Governors.
- 2. Improvement plan monitoring reports shall be submitted to the Board of Governors no later than December 31 and May 31 of each fiscal year.
- 3. The December 31 monitoring report will be considered by the Board of Governors at its January meeting and if it is determined that the institution is making satisfactory progress on implementing the plan, the institution shall receive up to 50 percent of its institutional investment.

- 4. The May 31 monitoring report will be considered by the Board of Governors at its June meeting and if it is determined that the institution has fully completed the plan, the institution shall receive the remaining balance of its institutional investment.
- 5. Any institution that fails to make satisfactory progress shall not have its full institutional investment restored, and any institutional investment funds remaining shall be distributed to the three institutions that demonstrate the most improvement on the metrics based upon those institutions' share of total improvement points.

(d) If an institution, after the submission of one improvement plan, subsequently fails to meet the point threshold, its institutional investment will be redistributed to the institutions meeting the point threshold, based on the points earned by each institution.

- (5) State Investment
 - (a) On a 100-point scale, institutions with the top three scores shall be eligible for their proportional amount of the state's investment. In the case of a tie for the top three scores, the tie will go to the benefit of the institutions.
 - (b) All SUS institutions with a score the same or higher as the previous year, shall be eligible for their proportional amount of the state's investment.
 - (c) Any institution with a score less than the previous year but the previous year's score was higher or the same than the year before, shall be eligible for their proportional amount of the state's investment.
 - (d) Any institution with a score the same or lower than the previous year's score for two consecutive years shall submit a student success plan to the Board of Governors for consideration at its August/September meeting that specifies the activities and strategies for improving the institution's performance metrics in order to be eligible for their proportional amount of the state's investment. The baseline scores begin with the June, 2018 results.
 - 1. If the student success plan is approved by the Board of Governors, the institution shall receive up to 50 percent of its state's investment at the time of approval.
 - 2. The Board of Governors will monitor the institution's progress on implementing the activities and strategies specified in the plan, and the Chancellor shall withhold the remaining disbursement of the state's investment until the student success plan monitoring report for each institution is approved by the Board of Governors.
 - 3. The student success plan monitoring report shall be submitted to the Board of Governors on a date specified by the Chancellor.
 - 4. The monitoring report will be considered by the Board of Governors at its March meeting and if it is determined that the institution is making satisfactory progress on implementing the plan, the institution shall receive up to the balance of its state's investment.
 - 5. Any institution that fails to make satisfactory progress shall not have its full state's investment restored, and any state investment funds remaining shall be distributed to top three scoring institutions (including ties) based on the total number of points of the top three scoring eligible institutions.

- (6) Beginning with the Fiscal Year 2021-22 appropriation, any institution with a score lower than 70 points shall submit a student success plan to the Board of Governors for consideration at its August/September meeting that specifies the activities and strategies for improving the institution's performance metrics in order to be eligible for 50 percent of their proportional amount of the state's investment.
 - (a) If the student success plan is approved by the Board of Governors, the institution shall receive up to 25 percent of its state's investment at the time of approval.
 - (b) The Board of Governors will monitor the institution's progress on implementing the activities and strategies specified in the plan, and the Chancellor shall withhold the remaining 25% of the disbursement of the state's investment until the student success plan monitoring report for each institution is approved by the Board of Governors.
 - (c) The student success plan monitoring report shall be submitted to the Board of Governors on a date specified by the Chancellor.
 - (d) The monitoring report will be considered by the Board of Governors at its March meeting and if it is determined that the institution is making satisfactory progress on implementing the plan, the institution shall receive up to the balance of its state's investment.
 - (e) Any institution that fails to make satisfactory progress shall not have its 50 percent of the state's investment restored, and any state investment funds remaining shall be distributed to the top three scoring institutions (including ties) based on the total number of points of the top three scoring eligible institutions.
 - (f) The remaining 50 percent of each institution's state's investment shall be distributed to the top three scoring institutions (including ties) based on the total number of points of the top three scoring eligible institutions.
- (7) By October 1 of each year, the Board of Governors shall submit a report to the Governor, President of the Senate, and Speaker of the House of Representatives on the previous fiscal year's performance funding allocation, including the rankings and award distributions.
- (8) University chief audit executives shall conduct or cause to have conducted an annual data integrity audit to verify the data submitted for implementing the Performance-based Funding Model complies with the data definitions established by the Board of Governors. The audit report shall be presented to the university's board of trustees for its review, acceptance, and use in completing the data integrity certification. The audit report and data integrity certification are due to the Board of Governors' Office of Inspector General by March 1 each year.

Authority: Section 7(d), Art. IX, Fla. Const., Section 1001.92, Florida Statutes; History: New 9-22-16. Amended 1-31-19, 10-30-19, x-x-20.

SUBJECT: Regulation 9.007 – State University Operating Budgets

PROPOSED BOARD ACTION

Approve the Public Notice of Intent to Amend Regulation 9.007 and authorize the Chancellor to prepare the guidelines, instructions, and schedules for developing the 2021-2022 Operating Legislative Budget Request.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

This regulation is being amended to reference guidelines on the carryforward spending plans and to delegate to the Chancellor the authority to establish the legislative budget request guidelines, formats, and instructions needed to prepare the annual legislative budget request.

Supporting Documentation Included:

Information located in the Budget and Facilities agenda materials

SUBJECT: Auxiliary Facilities that have Bond Covenants Requiring Approval of Estimated 2020-2021 Operating Budgets

PROPOSED BOARD ACTION

Approve estimated 2020-2021 operating budgets for auxiliary facilities that have bond covenants requiring Board approval.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Bond Covenants

BACKGROUND INFORMATION

An auxiliary enterprise, as defined by the National Association of College and University Business Officers (NACUBO) in the College and University Business Administration Manual, is "an entity that exists to furnish a service to students, faculty, or staff, and that charges a rate directly related, but not necessarily equal, to the cost of the service". One of the distinguishing characteristics of auxiliary enterprises is that they are managed as self-supporting activities. Some examples of auxiliary enterprises are housing operations, university bookstores, food services, student health centers, parking services, and continuing education. Many auxiliary enterprises have debt service commitments for the construction of facilities that must be repaid from pledged revenues from operations.

Section 1010.60, Florida Statutes, authorizes the issuance of bonds or other forms of indebtedness pursuant to the State Bond Act to finance or refinance capital projects authorized by the Legislature. Specific covenants, as set forth in the authorizing resolutions of certain bond issues, require approval of estimated operating budgets for the upcoming fiscal year at least ninety (90) days preceding the beginning of the fiscal year. The state universities historically submit annual operating budgets for their auxiliary operations approximately forty-five (45) days after the beginning of the fiscal year; therefore, it is necessary for each affected institution to develop and submit, in advance, an estimated operating budget for all facilities with outstanding bond issues containing the operating budget approval covenant language.

The following universities have outstanding bond issues that require Board of Governors approval: University of Florida, Florida State University, Florida A&M University, the University of South Florida, Florida Atlantic University, the University of Central Florida, and Florida International University. A review of each university's information for auxiliary facilities affected by the specific bond covenants indicates that there will be sufficient revenues to meet the estimated level of operational expenditures and debt service payments for fiscal year 2020-2021.

Supporting Documentation Included:

Information located in the Budget and Facilities agenda materials

SUBJECT: Consider Reappointment of University Trustees

PROPOSED BOARD ACTION

Consider Reappointment of University Trustees

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Trustee Selection and Reappointment Process

BACKGROUND INFORMATION

Members of the university boards of trustees appointed by the Board of Governors are subject to confirmation by the Florida Senate. During the 2020 Regular Session of the Legislature, the Florida Senate took no action on the following Trustees appointed by the Board of Governors at its October 30, 2019 meeting: (1) Nicole Washington, Florida Agricultural and Mechanical University, and (2) Donna Hrinak, Florida International University.

Paragraph (1)(e) of Section 114.05, Florida Statutes, provides that a vacancy exists in the office when the Senate fails to take action on an appointee prior to adjournment sine die; however, an appointee may hold over for a period not to exceed forty-five days and may be reappointed. Trustees who are reappointed are eligible for Senate confirmation in the next regular session of the Florida Legislature.

Supporting Documentation Included:

None

Facilitators/Presenters:

Governor Syd Kitson

SUBJECT: Task Force Framework and Work Plan

PROPOSED COMMITTEE ACTION

Consider approval of the Task Force Framework and Work Plan

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution

BACKGROUND INFORMATION

In January 2020, Board Chair Syd Kitson established the Task Force on Academic and Workforce Alignment. A draft framework and work plan is provided that outlines activities and topics for the Task Force on Academic and Workforce Alignment to consider.

Governor Eric Silagy, chair of the Task Force, will present the draft framework and work plan.

Supporting Documentation Included:

In Task Force on Academic and Workforce Alignment Materials

SUBJECT: Regulation 14.001 – Construction Program Definitions

PROPOSED BOARD ACTION

Approve the Public Notice of Intent to Adopt Regulation 14.001 – Construction Program Definitions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

Regulation 14.001, "Construction Program Definitions," is proposed as a new regulation to replace 14.002, "Definitions". The new regulation places the definitions in alphabetical order; adds a definition for "FCO Projects"; and edits some of the existing definitions for greater clarity.

Supporting Documentation Included:

March 25, 2020

SUBJECT: Proposed Board of Governors Regulation 14.003 - Fixed Capital Outlay Projects – University Budgeting Procedures

PROPOSED BOARD ACTION

Approve the public Notice of Intent to Adopt Board Regulation 14.003 – Fixed Capital Outlay Projects – University Budgeting Procedures.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution; Board of Governors Regulation Development Procedure

BACKGROUND INFORMATION

Board Regulation 14.003, Fixed Capital Outlay Projects, is proposed to address both the 2019 SB 190 changes and in response to the Crowe Huron Business Process Review. Highlights include:

- Requires each university board of trustees to approve the fixed capital outlay (FCO) budget.
- Defines the use of Education & General operating funds to be used for FCO projects.
- Defines minor and major carryforward projects and sets limitations in accordance with SB 190.
- Provides guidance on the inclusion of state appropriated and non-appropriated projects' inclusion in FCO budgets.
- Provides guidance on amending the FCO budget.

The proposed draft was provided to the universities for feedback and modifications have been made as appropriate.

Supporting Documentation Included:

SUBJECT: Regulation 14.002 – Definitions

PROPOSED BOARD ACTION

Approve the public Notice of Intent to Repeal Regulation 14.002 - Definitions.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

Regulation 14.002 Definitions is proposed for repeal; it is being replaced by Regulation 14.001, Construction Program Definitions.

The recommendation for repeal was reviewed by the universities and no comments were received on the proposed repeal of this regulation.

Supporting Documentation Included:

SUBJECT: Regulation 14.0025 - Building Program and Fixed Capital Outlay Legislative Budget Request Procedures

PROPOSED BOARD ACTION

Consider approval of the Public Notice of Intent to Amend Regulation 14.0025 and authorize the Chancellor to prepare the guidelines, instructions, and schedules for developing the 2021-2022 Fixed Capital Outlay Legislative Budget Request.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Article IX, Section 7, Florida Constitution, Regulation Development Procedures

BACKGROUND INFORMATION

Regulation 14.0025 is being amended to modify the regulation title from "Action Required Prior to Fixed Capital Outlay Budget Request" to "Building Program and Fixed Capital Outlay Legislative Budget Request Procedures", renumbering it as 14.006, and to clarify that all Public Education Capital Outlay projects must have an Educational Plant Survey recommendation.

Additionally, the regulation is being amended to delegate preparation of the annual Fixed Capital Outlay legislative budget request (FCO LBR) guidelines, instructions, and schedules to the Chancellor for distribution to the universities. Historically, the Board of Governors has adopted the FCO LBR guidelines each year for the universities to follow in developing their Capital Improvement Plans. However, with the revised PECO LBR framework enacted into law under Senate Bill 190, the guidelines for the development of the FCO LBR have become more procedural in nature. Accordingly, the proposal is to amend Regulation 14.0025 to incorporate a delegation of authority to the Chancellor for the annual preparation of the FCO LBR guidelines. Further, because the regulation, as amended, cannot be presented to the Board for final approval until the June 2020 meeting, we are requesting the Board to delegate authority to the Chancellor for preparation of the FCO LBR guidelines for the 2021-2022 LBR cycle.

The proposed amendments were reviewed by the universities and comments have been incorporated as deemed appropriate.

Supporting Documentation Included:

SUBJECT: Authorization of a Resolution of the Board of Governors (the "Board") approving the issuance of debt by the Florida State University Seminole Boosters, Inc. to refinance College Town phase I.

PROPOSED BOARD ACTION

Authorization of a resolution approving the issuance of fixed rate, taxable debt by the Florida State University Seminole Boosters, Inc (the "Boosters"), in an amount not to exceed \$17,000,000 (the "Loan") for the purpose of refinancing the debt on College Town phase I ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes; and Article IX, Section 7(d), Florida Constitution.

BACKGROUND INFORMATION

In January 2017, the Board approved a \$15M short-term, interest-only note to fund the buyout of investors in the Project as well as provide additional funding for the construction of College Town phase III.

College Town is a three-phase mixed use development comprised of student housing, commercial/retail space and associated parking, located off-campus, but adjacent to campus, on property owned by a subsidiary of the Boosters. Initiated in 2011 with the groundbreaking for phase I (the Project), the development of College Town was concluded with the completion of phase III being built and fully-operational in early 2019. The Project (phase I) is comprised of 71 residential units (135 beds), approximately 34,000 square feet of commercial/retail space, and 147 parking spaces. Construction was completed in July 2013, with the Project quickly leasing up and remaining so today; current occupancy is 99% residential and 100% commercial.

At the time of the approval of the \$15M note, it was noted that the Boosters would have to come back to the Board at loan maturity for approval for any refinancing. The loan

matured February 1, 2020, but was extended to October 2020 to facilitate refinancing. The proposed \$17M Loan will pay off the outstanding \$15M note, with the remaining proceeds funding, in part, the buyout of investors on College Town phase II. The Loan will have a term of 10 years, fixed rate, with level monthly debt service based on a 30-year amortization, and will be secured by a first lien pledge of net revenues from the Project as well as a first mortgage on the Project. Projections provided by the Boosters indicate that Project operations generate sufficient net revenues to pay debt service.

The proposed refinancing was approved by the Booster's Board of Directors on January 30, 2020. The Booster's anticipate approval by the FSU Athletic Association, Inc. Board of Directors and the FSU Board of Trustees prior to the Board meeting.

Supporting Documentation Included: Information located in the Facilities Committee materials

SUBJECT: Authorization of a Resolution of the Board of Governors (the "Board") approving the issuance of debt by the Florida State University Seminole Boosters, Inc. to refinance College Town phase II

PROPOSED BOARD ACTION

Authorization of a resolution approving the issuance of fixed rate, taxable debt by the Florida State University Seminole Boosters, Inc. (the "Boosters"), in an amount not to exceed \$28,000,000 (the "Loan") for the purpose of refinancing the debt on College Town phase II ("the Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance have reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes; and Article IX, Section 7(d), Florida Constitution.

BACKGROUND INFORMATION

Unlike College Town phases I and III, the financing of phase II (the "Project") has not come before the Board for review until now.

College Town is a three-phase mixed use development comprised of student housing, commercial/retail space and associated parking, located off-campus, but adjacent to campus, on property owned by a subsidiary of the Boosters. Initiated in 2011 with the groundbreaking for phase I, the development of College Town was concluded with the completion of phase III in early 2019. The Project (phase II) is comprised of 86 residential units (195 beds), approximately 21,000 square feet of commercial/retail space, and 544 parking spaces. Construction was completed and the facility was fully-operational during the 2016-17 academic year. Like its predecessor, phase I, the Project quickly leased-up and remains so today; current occupancy is 100% residential and commercial.

The proposed \$28M Loan will replace the original financing guaranteed by the developer associated with the construction of the Project; buyout the developer ownership interest; and fund, in part, the buyout of outside investors. The Boosters own 100% of phases I and III, and their goal is to acquire 100% ownership of phase II (the "Project").

The proposed Loan will have a term of 10 years, fixed rate, with level monthly debt service based on a 30-year amortization, and will be secured by a first lien pledge of net revenues from the Project as well as a first mortgage on the Project. Projections provided by the Boosters indicate that Project operations generate sufficient net revenues to pay debt service.

The University's Board of Trustees approved the Project and the financing thereof at its December 5, 2019, meeting.

The proposed refinancing was approved by the Booster's Board of Directors on January 30, 2020. The Booster's anticipate approval by the FSU Athletic Association, Inc. Board of Directors and the FSU Board of Trustees prior to the Board meeting.

Supporting Documentation Included: Information located in the Facilities Committee materials.

SUBJECT: Authorization of a Resolution of the Board of Governors (the "Board") requesting the Division of Bond Finance of the State Board of Administration of Florida (the "Division of Bond Finance") to issue revenue bonds on behalf of Florida International University (the "University") to finance the construction of a new housing facility.

PROPOSED BOARD ACTION

Authorization of a resolution requesting the issuance of fixed rate, tax-exempt revenue bonds by the Division of Bond Finance on behalf of Florida International University (the "University"), in an amount not to exceed \$71,800,000 (the "Bonds") for the purpose of financing a new housing facility on the University's main campus (the "Project").

Staff of the Board of Governors, State University System of Florida, and the Division of Bond Finance has reviewed this resolution and all supporting documentation. Based upon this review, it appears that the proposed financing is in compliance with Florida Statutes governing the issuance of university debt and complies with the debt management guidelines adopted by the Board of Governors. Accordingly, staff of the Board of Governors recommends adoption of the resolution and authorization of the proposed financing.

AUTHORITY FOR BOARD OF GOVERNORS ACTION

Florida Board of Governors Debt Management Guidelines; Section 1010.62, Florida Statutes; and Article IX, Section 7(d), Florida Constitution.

BACKGROUND INFORMATION

On June 22, 2017, the Board approved FIU's financing of the Project with Bonds in an amount not to exceed \$63M, with total project costs of \$66.5M. Reauthorization has been requested by the University due to increased project costs. The Project will be located in the central, southern area of the main campus of the University and will include approximately 700 beds. The Project is the second phase (Parkview II) of a two-phase project, of which phase I (Parkview I) provided 611 beds and opened fall 2014. The total Project cost is expected to be approximately \$87.5 million.

The University's Board of Trustees has requested approval from the Board of Governors for the Division of Bond Finance to issue up to \$71,800,000 of fixed rate, taxexempt revenue bonds to finance the construction of the Project, fund capitalized interest, and pay costs of issuing the Bonds. The University's housing system will fund an additional \$23 million through a cash contribution toward the Project. The Bonds will mature no more than thirty (30) years after issuance with level annual debt service payments.

The debt service payments will be funded from revenues generated from the operation of the University housing system, after payment of operating and maintenance costs. Operating revenues are generated primarily from housing rental revenues, special event rental revenues, net parking revenues paid by the residents, and other miscellaneous collections. The Bonds will be issued on parity with the outstanding FIU Dormitory Revenue Bonds, and projections provided by the University indicate that sufficient net revenues will be generated to pay debt service on the Bonds and the outstanding dormitory bonds.

The University's Board of Trustees approved the Project and the financing thereof at its December 5, 2019, meeting.

Supporting Documentation Included: Information located in the Facilities Committee materials